

AGENDA

OXFORD COUNTY LIBRARY BOARD BOARD MEETING

Monday, October 17, 2022, 1:00 p.m.
21 Reeve Street, Woodstock and online
www.oxfordcounty.ca/livestream

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

Proposed Resolution:

Resolved that the Agenda be approved.

3. **DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

4. **ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING**

Proposed Resolution:

Resolved that the Library Board Minutes of September 19, 2022 be adopted.

5. **DELEGATIONS AND PRESENTATIONS**

6. **CONSIDERATION OF DELEGATIONS AND PRESENTATIONS**

7. **CONSIDERATION OF CORRESPONDENCE**

8. **REPORTS**

8.1. 2022-25 Library Business Plan and Budget Update - Q3

RECOMMENDATION

1. That Report No. 2022-25 entitled Library Business Plan and Budget Update Q3 2022, be received for information.

8.2. 2022-26 Library Statistics

RECOMMENDATION

1. That the statistics for materials circulation and attendance be received as information.

8.3. 2022-27 Librarian's Report

RECOMMENDATION

1. That the Library Board receive the Librarian's Report No. 2022-27 for information and discussion.

8.4. 2022-28 2023 Library Budget

RECOMMENDATION

1. That the Board recommends that County Council approve the 2023 Oxford County Library Business Plan and budget to provide a levy of \$_____, subject to possible minor adjustments to interdepartmental charges.

8.5. 2022-29 Library Board Legacy Document

RECOMMENDATION

1. That the Library Board Legacy Document as attached to Report No. 2022-29 be approved.

8.6. 2022-30 Updated Library Vision, Mission and Values

RECOMMENDATION

1. That the Library Board approve the revised and updated Mission, Vision and Values Statement, as attached to Report No. 2022-30.

8.7. 2022-31 Program Development Policy

RECOMMENDATION

1. That the Library Board approves the new Programming and Outreach Policy as attached to Report No. 2022-31.

8.8. 2022-32 Indigenous Reconciliation and Land Acknowledgment Policy

RECOMMENDATION

1. That the Library Board approve the Indigenous Awareness and Reconciliation Statement as attached to Report No. 2022-32.

8.9. 2022-33 Diversity and Inclusion Policy

RECOMMENDATION

1. That the Library Board approve the new Diversity and Inclusion Policy, as attached to Report No. 2022-33.

8.10. 2022-34 Oxford County Electronic Monitoring Policy

RECOMMENDATION

1. That the draft County of Oxford Electronic Monitoring Policy No. 8.14, pending adoption by Oxford County Council on October 26, 2022, be approved by the

Library Board, effective October 11, 2022.

- 9. UNFINISHED BUSINESS**
- 10. NOTICE OF MOTIONS**
- 11. NEW BUSINESS / ENQUIRIES / COMMENTS**
 - 11.1. Public Libraries Update
 1. Bloomberg Article: The Battle to Save Democracy Starts at the Local Library by Brooks Rainwater
 2. Guardian Article: One in Five Children in England do not own any books of their own by Flo Cornall
 3. Canadian Federation of Library Associations: Fall 2022 Update
- 12. CLOSED SESSION**
- 13. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION**
- 14. ADJOURNMENT**

OXFORD COUNTY LIBRARY BOARD

MINUTES

September 19, 2022

Members Present	Chair Marcus Ryan Warden Larry Martin Laura Langford Regina Smith
Members Absent	Vice-Chair David Mayberry Councillor Don McKay Julia Harris
Staff Present	L.M. Williams, CEO/Chief Librarian L. Buchner, Director of Corporate Services L. Mansbridge, Coordinator of Legislative Services/Deputy Clerk

1. **CALL TO ORDER**

Oxford County Library Board meets in regular session this nineteenth day of September, 2022, in the Council Chamber, Oxford County Administration Building, Woodstock at 1:23 p.m. with Chair Marcus Ryan in the chair.

2. **APPROVAL OF AGENDA**

RESOLUTION NO. 1

Moved by: Larry Martin

Seconded by: Laura Langford

Resolved that the Agenda be approved.

DISPOSITION: Motion Carried

3. **DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

4. **ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING**

RESOLUTION NO. 2

Moved by: Laura Langford

Seconded by: Larry Martin

Resolved that the Library Board Minutes of July 11, 2022 be adopted.

DISPOSITION: Motion Carried

5. DELEGATIONS AND PRESENTATIONS

NIL

6. CONSIDERATION OF DELEGATIONS AND PRESENTATIONS

NIL

7. CONSIDERATION OF CORRESPONDENCE

NIL

8. REPORTS

8.1 2022-17 Library Business Plan and Budget Update

RESOLUTION NO. 3

Moved by: Laura Langford

Seconded by: Larry Martin

1. That Report No. 2022-17 entitled "Library Business Plan and Budget Update Q2 2022", be received for information.

DISPOSITION: Motion Carried

8.2 2022-18 Key Agenda Items Update

RESOLUTION NO. 4

Moved by: Larry Martin

Seconded by: Laura Langford

1. That the Library Board receive the Key Agenda Items Update, Report No. 2022-18 for information and discussion.

DISPOSITION: Motion Carried

8.3 2022-19 Library Statistics and 2021 Annual Report Card

RESOLUTION NO. 5

Moved by: Regina Smith

Seconded by: Laura Langford

1. That the Library Board receives the June, July and August statistics and the 2021 Annual Report Card for information and discussion;
2. And further that, the Library Board approve the public release of the 2021 Annual Report Card as attached to Report No. 2022-19.

DISPOSITION: Motion Carried

8.4 2022-20 Library Board Legacy Document

RESOLUTION NO. 6

Moved by: Larry Martin

Seconded by: Laura Langford

1. That the draft Library Board Legacy Document as attached to Report No. 2022-20 be received by the Board for discussion.

DISPOSITION: Motion Carried

8.5 2022-21 2023 Library Business Plan Goals and Objectives

RESOLUTION NO. 7

Moved by: Larry Martin

Seconded by: Laura Langford

1. That the Library Board approve the 2023 Business Plan goals and objectives as set forth in Report No. 2022-21.

DISPOSITION: Motion Carried

8.6 2022-22 Librarian's Report

RESOLUTION NO. 8

Moved by: Laura Langford

Seconded by: Regina Smith

1. That the Library Board receive the Librarian's Report No. 2022-22 for information.

DISPOSITION: Motion Carried

8.7 2022-23 Information and Reader's Advisory Services Policy

RESOLUTION NO. 9

Moved by: Larry Martin

Seconded by Laura Langford

1. That the Library Board approves the new Information and Readers' Advisory Services Policy as attached to Report No. 2022-23.

DISPOSITION: Motion Carried

8.8 2022-24 Privacy and Access to Personal Information Policy

RESOLUTION NO. 10

Moved by: Laura Langford

Seconded by: Larry Martin

- 1. That the Library Board approve the revised and updated Privacy and Access to Personal Information Policy as attached to Report. No. 2022-24.

DISPOSITION: Motion Carried

9. UNFINISHED BUSINESS

NIL

10. NOTICE OF MOTIONS

NIL

11. NEW BUSINESS / ENQUIRIES / COMMENTS

NIL

12. CLOSED SESSION

NIL

13. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

NIL

14. ADJOURNMENT

The Oxford County Library Board adjourns its proceedings at 1:59 p.m. until the next meeting scheduled for October 17, 2022 at 1:00 PM

Minutes adopted on _____ by Resolution No. ____.

CHAIR

SECRETARY

To: Oxford County Library Board

From: Director of Corporate Services

Library Business Plan and Budget Update Q3 2022

RECOMMENDATION

1. That Report No. 2022-25 entitled “Library Business Plan and Budget Update Q3 2022”, be received for information.

REPORT HIGHLIGHTS

- Delivery of the 2022 goals and objectives is progressing as planned with some delays due to COVID response
- Update regarding service level impacts of the ongoing COVID-19 pandemic on Library services
- September 30, 2022 forecasted year-end surplus of \$280,456

Implementation Points

Staff will continue to monitor rising inflation’s impact on the Library’s budget and take appropriate action where required.







Financial Impact

The 2022 year-end forecast as of September 30, 2022 projects a surplus of \$280,456. The attachment to this report provides more detailed information regarding the variances and the projected year-end forecast as a contribution to the Library General Reserve.

Communications

This report is intended to update the Board on the Library’s progress in meeting the goals and objectives set out for 2022 and a view of the Q3 budget variance with forecasted year-end results.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
		3.ii. 3.iii.		5.ii.	

DISCUSSION

Background

In accordance with the reporting provisions contained within the Long Term Financial Sustainability Plan, staff have prepared progress updates for each of the approved goals and objectives within the business plan, accompanied by a budget variance report as of September 30, 2022.

On March 17, 2020, Ontario's Premier declared a provincial emergency through the authority granted under the *Emergency Management and Civil Protection Act (EMCPA)*. Operations across all County departments have been affected by the pandemic and have modified services by introducing measures to assist in reducing the spread. As of April 27, 2022, all orders have been revoked, however the Library continues to respond to COVID-19 through its delivery of services. This report also serves to provide a regular report of the financial implications and steps taken to respond to and recover from the effects of COVID-19.

Comments

The Federal and Provincial Governments have been supportive of the impacts of the pandemic on municipal services. The attached variance report indicates that \$9,890 in pandemic related response expenditures have been incurred by the end of the quarter, all of which will be funded by the Safe Restart Agreement funding allocated to the County.

Conclusions

Staff will continue to monitor and be prepared to respond to Provincial directives related to Library services as they arise, and as we strive to deliver the best possible service to our community. First and foremost, staff will ensure the health and safety of our community and staff is protected by following public health guidelines.

Overall, this report demonstrates that the Library's current COVID related expenditures are fully funded and the year-end projected surplus is largely comprised of salaries and benefits due to reduced service levels and staffing vacancies related to the ongoing pandemic.

**Report No: 2022-25
CORPORATE SERVICES
Board Date: October 17, 2022**

SIGNATURES

Departmental Approval:

Original signed by

Lynn S. Buchner, CPA, CGA
Director of Corporate Services

Approved for submission:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENT

Attachment 1 – Oxford County Library Business Plan and Budget Update Q3 2022

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Achieve Provincial Reaccreditation</p> <p>Fulfillment of all requirements under Ontario Public Library Guidelines 2022 Edition.</p> <p>Deadline: 2022 Q4</p>	●			In progress with completion expected in Q4
<p>Policy Review</p> <p>Utilize Social Inclusion practices to review service-related policies.</p> <p>Incorporate Diversity, Equity and Inclusion (DEI) framework.</p>	●			In progress with completion expected in Q4
<p>Evaluate Impacts of the Pandemic on Library Services</p> <p>Using a SWOT framework, articulate the lessons learned, successes achieved, opportunities to adapt and improve services.</p> <p>Incorporate recommendations into Service Delivery Policy scheduled for review in 2022.</p>	●			Beginning SWOT analysis at end of Q3 – report to be presented to new Board in Q1 2023
<p>Development of Technology Plan and Technology Leadership</p> <p>Data from Bridge and Edge Projects (anticipated completion March 2022) to measure performance and outcomes of OCL technology services. Develop plan to address gaps identified through benchmarking re: community value & engagement; technology planning and management; and staff digital expertise.</p> <p>Actively engage branch staff in Maker Culture through the development of Maker Spaces and Maker programs.</p>	●	●		<p>Bridge Project end date is expected at end of August 2022 with planning to begin in Q2-Q3 2023 for Technology Plan</p> <p>Maker Space will be highlighted at November 2023 Oxford Rural Networking Event</p>

Operations/Service Level Update

- All branches are open with modified hours since the pandemic with each location being monitored to determine if further expansion is required.



LIBRARY

September Variance Reporting
For the Period Ending September 30, 2022

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %
CAPITAL					
LIBRARY ADMINISTRATION					
60000 LIBRARY ADMINISTRATION	17,717	39,975	41,570	1,595	3.8%
92600 R - LIBRARIES	-	(9,570)	(9,570)	-	- %
TOTAL LIBRARY ADMINISTRATION	17,717	30,405	32,000	1,595	5.0%
OCL ING					
80000 CAPITAL	-	228,000	228,320	320	0.1%
92605 R - OCL - FACILITIES	-	(228,000)	(228,320)	(320)	0.1%
TOTAL OCL ING	-	-	-	-	- %
THAMESFORD LIBRARY					
80000 CAPITAL	-	21,600	24,600	3,000	12.2%
92605 R - OCL - FACILITIES	-	(21,600)	(24,600)	(3,000)	12.2%
TOTAL THAMESFORD LIBRARY	-	-	-	-	- %
TILLSONBURG LIBRARY					
80000 CAPITAL	-	25,725	26,000	275	1.1%
92605 R - OCL - FACILITIES	-	(25,725)	(26,000)	(275)	1.1%
TOTAL TILLSONBURG LIBRARY	-	-	-	-	- %
TOTAL CAPITAL	17,717	30,405	32,000	1,595	5.0%
OCL					
LIBRARY ADMINISTRATION					
55070 OUTBREAK PREP					
REVENUES					
TOTAL REVENUES	-	-	-	-	- %
EXPENSES					
OPERATING EXPENSES					
5015 ADVERTISING/MARKETING/PROMO	2,650	2,650	-	(2,650)	- %
6019 SUPPLIES/PROGRAM EXPENSES	27	350	5,000	4,650	93.0%
TOTAL OPERATING EXPENSES	2,677	3,000	5,000	2,000	40.0%
TOTAL EXPENSES	2,677	3,000	5,000	2,000	40.0%
PROGRAM SURPLUS/(DEFICIT)					
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	-	-	-	- %
	2,677	3,000	5,000	2,000	40.0%
60000 LIBRARY ADMINISTRATION					
REVENUES					
GENERAL REVENUES					
3200 REV - PROVINCIAL GOVT	-	(135,675)	(135,675)	-	- %

* Includes in-year approved transfer and account reclassifications



LIBRARY
 September Variance Reporting
 For the Period Ending September 30, 2022

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %
3203 REV - PROV-PAY EQUITY	-	(3,229)	(3,229)	-	- %
3325 REV - SERVICE RECOVERY FEES	(6,369)	(12,000)	(10,000)	2,000	(20.0%)
3332 REV - INTEREST	(543)	(1,400)	-	1,400	- %
3334 REV - DONATIONS	(67)	-	-	-	- %
TOTAL GENERAL REVENUES	(6,979)	(152,304)	(148,904)	3,400	(2.3%)
TOTAL REVENUES	(6,979)	(152,304)	(148,904)	3,400	(2.3%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	350,273	564,730	637,890	73,160	11.5%
HONORARIUM	480	1,260	1,260	-	- %
BENEFITS	93,896	152,610	187,752	35,142	18.7%
TOTAL SALARIES AND BENEFITS	444,649	718,600	826,902	108,302	13.1%
OPERATING EXPENSES					
5002 CREDIT CARD COSTS	45	75	300	225	75.0%
5012 COMPUTER SOFTWARE & SUPPORT	31,748	31,748	32,050	302	0.9%
5015 ADVERTISING/MARKETING/PROMO	4,506	8,000	8,000	-	- %
5018 TELECOMMUNICATIONS	2,097	3,610	3,040	(570)	(18.8%)
5020 MEMBERSHIP/DUES/SUBSCRIPTIONS	20,440	21,536	20,000	(1,536)	(7.7%)
5021 TRAINING/SEMINARS/CONFERENCE	7,113	17,000	17,000	-	- %
5023 POSTAGE	3,054	7,000	7,000	-	- %
5025 TRAVEL-EXPENSES, MILEAGE	2,918	8,000	10,000	2,000	20.0%
5026 TOOLS/EQUIPMENT PURCHASE	2,113	10,000	10,000	-	- %
5029 R & M - EQUIPMENT	10,251	13,305	13,305	-	- %
5045 OFFICE SUPPLIES/EXPENSES	4,722	6,000	5,000	(1,000)	(20.0%)
5303 INSURANCE	15,652	15,652	15,790	138	0.9%
5304 LEGAL	2,592	2,592	-	(2,592)	- %
5308 PURCHASED SERVICES	21,708	32,297	21,000	(11,297)	(53.8%)
6019 SUPPLIES/PROGRAM EXPENSES	10,725	18,375	13,375	(5,000)	(37.4%)
6020 BOOKS - HARD COPY	129,624	210,000	210,000	-	- %
6023 CULTURAL PROGRAMS	5,103	32,000	37,000	5,000	13.5%
6024 GUIDES & TOOLS	29,213	50,000	50,000	-	- %
6028 BOOKS - ELECTRONIC	83,697	152,600	152,000	(600)	(0.4%)
TOTAL OPERATING EXPENSES	387,321	639,790	624,860	(14,930)	(2.4%)
INTERDEPARTMENTAL CHARGES					
7000 CHARGE FROM FINANCE	43,641	58,184	58,184	-	- %
7005 CHARGE FROM CUSTOMER SERVICE	14,256	19,004	19,004	-	- %
7010 CHARGE FROM IT (OPERATING)	300,177	400,241	400,241	-	- %

* Includes in-year approved transfer and account reclassifications



LIBRARY
September Variance Reporting
For the Period Ending September 30, 2022

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %
7011 CHARGE FROM IT - V.O.I.P.	5,985	7,981	7,981	-	- %
7012 CHARGE FROM IT - COPIER	3,879	5,166	5,166	-	- %
7020 CHARGE FROM FACILITIES	37,626	50,189	50,000	(189)	(0.4%)
7030 CHARGE FROM FLEET	18,221	26,754	33,442	6,688	20.0%
7050 CHARGE FROM HUMAN RESOURCES	43,866	58,486	58,486	-	- %
8300 CAPITAL - CHARGE FROM IS	20,457	27,281	27,281	-	- %
TOTAL INTERDEPARTMENTAL CHARGES	488,108	653,286	659,785	6,499	1.0%
TOTAL EXPENSES	1,320,078	2,011,676	2,111,547	99,871	4.7%
PROGRAM SURPLUS/(DEFICIT)					
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	-	-	-	- %
	1,313,099	1,859,372	1,962,643	103,271	5.3%
91600 DC - LIBRARY	(147,977)	(175,450)	(177,285)	(1,835)	1.0%
92170 R - FEDERAL RESTART	(27)	(3,000)	(5,000)	(2,000)	40.0%
92600 R - LIBRARIES	(308,346)	(27,890)	(308,346)	(280,456)	91.0%
TOTAL LIBRARY ADMINISTRATION	859,426	1,656,032	1,477,012	(179,020)	(12.1%)
BRANCH LIBRARIES					
55070 OUTBREAK PREP	2,564	2,564	-	(2,564)	- %
61000 BROWNSVILLE LIBRARY	15,879	23,802	30,141	6,339	21.0%
61001 BURGESSVILLE LIBRARY	30,895	54,357	56,321	1,964	3.5%
61002 EMBRO LIBRARY	23,131	40,871	36,899	(3,972)	(10.8%)
61003 HARRINGTON LIBRARY	16,481	25,710	29,497	3,787	12.8%
61004 INGERSOLL LIBRARY	418,883	658,208	724,717	66,509	9.2%
61005 INNERKIP LIBRARY	32,842	47,719	49,517	1,798	3.6%
61006 MT-ELGIN LIBRARY	25,596	42,155	41,388	(767)	(1.9%)
61007 NORWICH LIBRARY	148,369	239,731	250,796	11,065	4.4%
61008 OTTERVILLE LIBRARY	29,778	45,793	54,732	8,939	16.3%
61009 PLATTSVILLE LIBRARY	52,635	103,063	110,143	7,080	6.4%
61010 PRINCETON LIBRARY	38,767	66,367	65,851	(516)	(0.8%)
61011 TAVISTOCK LIBRARY	103,400	188,525	174,457	(14,068)	(8.1%)
61012 THAMESFORD LIBRARY	94,700	154,411	171,579	17,168	10.0%
61013 TILLSONBURG LIBRARY	355,691	575,958	655,953	79,995	12.2%
92170 R - FEDERAL RESTART	(4,399)	(2,564)	-	2,564	- %
92605 R - OCL - FACILITIES	75,000	100,000	100,000	-	- %
TOTAL BRANCH LIBRARIES	1,460,212	2,366,670	2,551,991	185,321	7.3%
SPECIAL PROGRAMS					
62006 MOBILE OUTREACH	-	7,896	-	(7,896)	- %

* Includes in-year approved transfer and account reclassifications



LIBRARY
 September Variance Reporting
 For the Period Ending September 30, 2022

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %
62008 HEALTHY COMMUNITIES INITIATIVE	(29,807)	-	-	-	- %
TOTAL SPECIAL PROGRAMS	(29,807)	7,896	-	(7,896)	- %
TOTAL OCL	2,289,831	4,030,598	4,029,003	(1,595)	%
TOTAL LIBRARY	2,307,548	4,061,003	4,061,003	-	- %

* Includes in-year approved transfer and account reclassifications



Branch Attendance Report for September 2022

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	2019	90	69	120	107	90	124	167	148	121	149	128	97	1,036	1410
	2021	16	13	15	18	21	33	33	44	58	30	26	24	251	331
	2022	19	12	37	56	55	121	160	88	74				622	
BURGESSVILLE	2019	443	414	452	432	367	466	467	524	412	532	459	279	3,977	5247
	2021	147	137	152	204	143	175	215	274	248	275	280	176	1,695	2,426
	2022	169	180	276	348	312	349	363	419	349				2,765	
EMBRO	2019	197	192	211	203	214	188	346	225	233	308	168	117	2,009	2602
	2021	72	80	92	72	74	91	92	116	115	82	107	84	804	1,077
	2022	72	84	135	128	141	151	186	207	130				1,234	
HARRINGTON	2019	60	46	66	55	78	54	132	159	66	69	160	84	716	1029
	2021	38	41	53	42	34	46	36	61	62	53	86	65	413	617
	2022	58	70	90	96	75	127	104	148	117				885	
INGERSOLL	2019	8274	6908	8698	8430	7549	7333	7714	7205	6286	6644	6548	5313	68,397	86902
	2021	771	851	1,420	870	930	961	2,545	2,330	1,970	2,311	2,543	1,942	12,648	19,444
	2022	979	1,824	2,767	2,578	2,544	3,586	3,788	4,120	2,910				25,096	
INNERKIP	2019	466	408	515	489	510	438	551	557	445	662	465	379	4,379	5885
	2021	183	197	242	232	204	300	279	318	254	276	260	189	2,209	2,934
	2022	198	171	290	300	286	336	324	338	274				2,517	
MOUNT ELGIN	2019	185	156	182	170	212	160	259	198	166	171	175	144	1,688	2178
	2021	68	59	76	63	66	101	93	90	94	88	105	83	710	986
	2022	91	54	76	98	116	145	159	136	119				994	
NORWICH	2019	1851	1674	1966	1687	1743	1762	2207	2137	2239	1939	2008	1431	17,266	22644
	2021	280	253	281	353	316	378	379	544	511	454	418	302	3,295	4,469
	2022	324	302	397	610	713	978	1,293	1,668	1,485				7,770	



Branch Attendance Report for September 2022

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
OTTERVILLE	2019	336	314	364	337	342	369	473	545	400	404	326	276	3,480	4486
	2021	104	107	119	83	109	148	116	204	236	240	230	168	1,226	1,864
	2022	139	131	179	214	209	290	302	370	250				2,084	
PLATTSVILLE	2019	660	611	797	923	860	802	1127	902	789	939	790	629	7,471	9829
	2021	204	269	274	279	287	367	323	410	329	391	319	287	2,742	3,739
	2022	294	283	485	416	552	711	734	763	584				4,822	
PRINCETON	2019	323	273	408	450	417	438	603	422	391	477	401	286	3,725	4889
	2021	76	83	110	105	104	126	113	140	83	122	125	107	940	1,294
	2022	88	113	94	172	228	240	402	212	219				1,768	
TAVISTOCK	2019	1026	741	1083	940	1014	927	1300	1226	879	1079	918	757	9,136	11890
	2021	229	222	228	232	210	243	270	448	428	398	414	376	2,510	3698
	2022	302	317	426	525	560	585	756	908	564				4,943	
THAMESFORD	2019	882	717	913	902	993	750	1202	1246	814	1147	1041	787	8,419	11394
	2021	140	164	152	180	171	202	203	278	251	278	287	210	1,741	2,516
	2022	178	229	319	431	455	500	737	930	541				4,320	
TILLSONBURG	2019	7866	6408	9328	8104	7759	7329	8650	8037	7227	10209	7430	5991	70,708	94338
	2021	806	1,364	2,104	1,935	1,699	1,897	2,799	3,005	4,088	1,808	1,706	2,756	19,697	25,967
	2022	2,323	2,725	3,736	3,686	3,373	4,022	4,571	5,258	3,980				33,674	
TOTALS:	2019	22,659	18,931	25,103	23,229	22,148	21,140	25,198	23,531	20,468	24,729	21,017	16,570	202,407	264,723
	2021	3,134	3,840	5,318	4,668	4,368	5,068	7,496	8,262	8,727	6,806	6,906	6,769	50,881	71,362
	2022	5,234	6,495	9,307	9,658	9,619	12,141	13,879	15,565	11,596	0	0	0	93,494	
Change 2021 to 2022		67.0%	69.1%	75.0%	106.9%	120.2%	139.6%	85.2%	88.4%	32.9%				83.8%	
Change 2019 to 2022		-76.9%	-65.7%	-62.9%	-58.4%	-56.6%	-42.57%	-44.92%	-33.85%	-43.35%				-53.8%	

Computer Use for September 2022

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	2021	0	0	0	0	0	0	0	0	1	0	0	0	1	1
	2022	0	1	0	0	0	12	16	9	5				43	
	Wireless 2021	1	1	2	4	7	5	2	12	27	17	13	15	61	106
	Wireless 2022	12	7	10	19	25	20	59	63	47				262	
BURGESSVILLE	2021	0	0	0	0	0	0	0	0	0	0	2	0	0	2
	2022	0	0	0	0	2	3	1	13	11				30	
	Wireless 2021	78	42	25	43	42	51	31	31	48	42	39	22	391	494
	Wireless 2022	38	14	19	30	42	44	32	31	34				284	
EMBRO	2021	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2022	0	0	0	0	2	3	4	1	1				11	
	Wireless 2021	32	33	42	45	36	40	52	35	87	109	91	75	402	677
	Wireless 2022	53	49	61	120	72	71	285	45	69				825	
HARRINGTON	2021	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2022	0	0	0	0	0	0	0	1	0				1	
	Wireless 2021	10	7	6	9	8	11	9	10	16	11	18	16	86	131
	Wireless 2022	7	12	10	14	6	6	6	7	17				85	
INGERSOLL	2021	0	0	118	0	0	0	121	197	156	194	233	226	592	1,245
	2022	33	180	224	207	169	220	251	226	0				1,510	
	Wireless 2021	77	81	123	123	111	243	343	304	229	244	220	157	1,634	2,255
	Wireless 2022	53	54	135	103	102	110	146	137	121				961	
INNERKIP	2021	0	0	0	0	0	0	2	7	8	9	10	5	17	41
	2022	0	3	11	11	16	30	12	12	8				103	
	Wireless 2021	28	26	51	34	51	58	57	39	40	55	63	48	384	550
	Wireless 2022	37	32	19	22	56	41	68	21	8				304	
MOUNT ELGIN	2021	0	0	0	0	0	0	0	0	2	0	0	1	2	3
	2022	0	0	1	1	0	0	2	0	0				4	
	Wireless 2021	3	7	8	2	10	1	7	20	17	23	10	26	75	134
	Wireless 2022	11	0	33	45	81	85	36	22	40				353	
NORWICH	2021	0	0	0	0	0	0	7	13	13	14	9	0	33	56
	2022	0	0	3	32	42	31	34	183	214				539	
	Wireless 2021	414	316	311	427	475	453	390	376	378	442	442	377	3,540	4,801
	Wireless 2022	345	267	277	363	191	213	237	265	217				2,375	

Computer Use for September 2022

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
OTTERVILLE	2021	0	0	37	0	0	0	2	2	0	6	11	8	41	66
	2022	0	6	10	6	9	6	12	19	15				83	
	Wireless 2021	14	9	14	88	28	52	55	55	40	17	36	27	355	
	Wireless 2022	14	2	11	11	14	27	72	41	32				224	
PLATTSVILLE	2021	0	0	0	0	0	0	0	2	6	5	4	1	8	
	2022	1	9	15	10	10	4	13	4	3				69	
	Wireless 2021	25	110	90	37	38	27	21	19	107	159	154	85	474	
	Wireless 2022	38	75	114	147	123	126	6	13	41				683	
PRINCETON	2021	0	0	0	0	0	0	0	0	0	2	3	2	0	
	2022	0	2	0	13	7	17	16	10	7				72	
	Wireless 2021	12	6	7	17	31	41	13	16	13	21	15	12	156	
	Wireless 2022	14	1	2	13	17	21	16	13	15				112	
TAVISTOCK	2021	0	0	0	0	0	0	4	9	10	5	4	0	23	
	2022	0	1	5	5	8	5	8	16	21				69	
	Wireless 2021	78	78	71	85	63	39	11	19	89	147	144	144	533	
	Wireless 2022	84	8	13	11	24	31	24	22	25				242	
THAMESFORD	2021	0	0	0	0	0	0	1	17	12	3	4	9	30	
	2022	1	7	11	10	14	14	11	17	15				100	
	Wireless 2021	38	32	71	58	37	46	46	75	86	92	60	44	489	
	Wireless 2022	37	16	14	26	24	71	107	40	56				391	
TILLSONBURG	2021	0	0	187	0	0	0	159	172	271	247	287	301	789	
	2022	150	251	267	327	350	321	417	496	0				2,579	
	Wireless 2021	350	277	373	427	429	537	740	935	664	778	719	584	4,732	6,813
	Wireless 2022	338	126	652	1,010	863	913	1,143	1,087	895				7,027	
TOTAL COMPUTER USAGE	2021	1,160	1,025	1,536	1,399	1,366	1,604	2,073	2,365	2,320	2,642	2,591	2,185	14,848	22,266
	2022	1,266	1,123	1,917	2,556	2,269	2,445	3,034	2,814	1,917				19,341	
% Change 2021 to 2022		9.1%	9.6%	24.8%	82.7%	66.1%	52.4%	46.4%	19.0%	-17.4%				30.3%	

Physical Circulation for September 2022															
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	2019	197	156	326	240	189	235	252	254	199	258	240	195	2,048	2,741
	2021	246	103	130	220	170	148	151	176	117	81	56	126	1,461	1,724
	2022	234	123	161	288	296	340	388	255	234				2,319	
BURGESSVILLE	2019	1,805	1,504	1,715	1,685	1,482	1,454	1,731	1,759	1,666	1,755	1,657	1,030	14,801	19,243
	2021	1,177	948	825	1,225	1,067	1,244	1,678	2,055	1,652	1,625	1,628	1,860	11,871	16,984
	2022	2,070	1,658	2,665	2,746	2,101	2,212	2,551	3,105	2,484				21,592	
EMBRO	2019	664	566	605	623	611	577	614	640	510	628	542	470	5,410	7,050
	2021	630	687	682	566	496	699	600	672	624	479	615	625	5,656	7,375
	2022	575	591	761	750	673	733	793	887	676				6,439	
HARRINGTON	2019	204	119	241	145	172	214	383	247	197	182	257	286	1,922	2,647
	2021	303	384	398	355	363	395	394	394	285	204	314	435	3,271	4,224
	2022	419	492	733	650	645	594	697	683	651				5,564	
INGERSOLL	2019	10,247	8,563	10,320	8,815	8,713	8,591	12,338	11,258	9,006	9,265	8,936	7,910	87,851	113,962
	2021	2,941	3,114	4,404	3,556	3,313	2,993	6,905	6,652	5,516	6,075	6,129	7,765	39,394	59,363
	2022	6,167	6,963	9,840	8,982	8,262	9,227	11,559	12,616	9,370				82,986	
INNERKIP	2019	1,632	1,269	1,600	1,699	1,443	1,613	1,649	1,576	1,222	1,618	1,407	1,165	13,703	17,893
	2021	889	970	1,211	986	1,043	1,050	1,160	1,282	975	1,020	933	1,069	9,566	12,588
	2022	1,164	1,293	1,804	1,546	1,485	1,206	1,392	1,477	1,310				12,677	
MOUNT ELGIN	2019	654	642	801	770	927	698	864	887	759	691	718	612	7,002	9,023
	2021	661	667	742	466	682	585	456	611	714	735	729	755	5,584	7,803
	2022	785	873	768	839	676	823	815	929	823				7,331	
NORWICH	2019	5,380	4,657	4,906	4,179	4,387	4,508	5,649	5,421	4,237	4,970	5,132	4,023	43,324	57,449
	2021	2,749	2,432	2,754	2,956	3,214	3,337	3,350	3,435	3,095	3,317	2,708	2,977	27,322	36,324
	2022	3,418	2,812	2,924	3,719	4,057	4,382	6,034	6,594	4,984				38,924	
OTTERVILLE	2019	955	973	890	981	805	1,241	1,535	1,430	1,176	1,170	1,160	847	9,986	13,163
	2021	820	685	824	796	892	1,354	1,036	1,373	1,492	1,304	1,346	1,292	9,272	13,214
	2022	1,097	957	1,730	1,468	1,233	1,593	1,898	1,957	1,339				13,272	
PLATTSVILLE	2019	1,293	1,164	1,210	1,498	1,366	1,213	1,555	1,399	1,266	1,381	1,260	991	11,964	15,596
	2021	998	1,236	1,184	1,108	1,094	1,323	1,111	1,457	1,167	1,182	1,066	1,193	10,678	14,119
	2022	1,466	1,392	2,028	1,978	1,910	1,952	2,562	2,718	1,987				17,993	

Physical Circulation for September 2022															
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
PRINCETON	2019	623	686	746	802	760	667	898	791	637	606	508	488	6,610	8,212
	2021	551	548	710	565	446	654	742	659	534	503	708	773	5,409	7,393
	2022	742	872	1,125	1,204	1,034	886	926	1,107	1,134				9,030	
TAVISTOCK	2019	1,517	1,339	1,689	1,768	1,686	1,794	2,390	2,395	1,750	1,833	1,679	1,243	16,328	21,083
	2021	1,054	1,016	994	984	931	1,321	1,208	1,637	1,349	1,350	1,232	1,408	10,494	14,484
	2022	1,654	1,720	2,189	2,364	2,382	2,104	2,522	2,958	2,327				20,220	
THAMESFORD	2019	1,393	1,190	1,363	1,278	1,159	1,146	1,551	1,498	1,239	1,511	1,622	957	11,817	15,907
	2021	983	871	694	1,021	773	879	1,065	949	894	1,175	1,036	1,128	8,129	11,468
	2022	963	1,257	1,540	1,646	1,706	1,705	2,296	2,527	2,199				15,839	
TILLSONBURG	2019	9,678	8,280	9,222	8,478	8,068	7,931	10,393	9,503	7,474	8,248	7,717	6,891	79,027	101,883
	2021	4,542	3,833	4,951	4,252	4,076	4,281	6,201	5,791	5,066	5,599	5,632	7,632	42,993	61,856
	2022	6,263	6,371	7,713	7,836	7,143	7,188	8,147	8,836	7,094				66,591	
TOTALS:	2019	36,242	31,108	35,634	32,961	31,768	31,882	41,802	39,058	31,338	34,116	32,835	27,108	280,455	405,852
	2021	18,544	17,494	20,503	19,056	18,560	20,263	26,057	27,143	23,480	24,649	24,132	29,038	167,620	268,919
	2022	27,017	27,374	35,981	36,016	33,603	34,945	42,580	46,649	36,612				284,165	
Change 2021 to 2022		45.7%	56.5%	75.5%	89.0%	81.1%	72.5%	63.4%	71.9%	55.9%				69.5%	
Change 2019 to 2022		-25%	-12%	1%	9%	6%	10%	2%	19%	17%				1%	

Digital Circulation for September 2022

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTALS
Digital TV & Movies	2021	852	764	545	807	768	592	575	607	801	676	637	558	6,311	8,182
Digital Magazines and Newspapers	2021	1,511	1,189	1,324	615	1,647	1,101	1,015	872	843	1,357	1,367	2,196	10,117	15,037
*platform change 4/21															
Tumble Books	2021	667	282	364	402	380	266	168	146	125	288	271	329	2,800	3,688
Digital Music	2021	2,534	2,447	2,409	2,826	2,479	1,944	1,592	1,456	1,754	1,656	1,777	1,567	19,441	24,441
Digital Audiobooks	2021	5,983	5,412	5,827	5,730	5,844	5,567	5,835	5,989	5,360	5,937	5,604	5,267	51,547	68,355
Digital ebooks	2021	7,448	6,630	6,851	6,863	7,225	6,953	7,353	7,262	6,228	6,494	6,099	5,967	62,813	81,373
% Change eBooks		6%	5%	2%	5%	11%	10%	9%	6%	5%				7%	
TOTAL Digital Circulation	2021	18,995	16,724	17,320	17,243	18,343	16,423	16,538	16,332	15,111	16,408	15,755	15,884	153,029	201,076
	2022	17,963	15,673	17,955	13,631	14,555	14,302	13,849	14,437	13,379	-	-	-	135,744	-
% Change Digital Circulation		5%	6%	4%	21%	21%	13%	16%	12%	11%				11%	

Definitions:

Digital Movies include the following: Hoopla Movies, Hoopla TV, Hoopla Binge Passes, Kanopy

Digital Magazines and Newspapers include the following: Overdrive Magazines, Zinio (Jan 2021 to April 2021), Press Reader

Digital Music includes the following: Freegal, Hoopla Music

Digital Audiobooks includes the following: Hoopla Audiobooks, Overdrive Audiobooks, Axis 360 Audiobooks

Digital eBooks includes the following: Freeding, Hoopla Comics, Hoopla eBooks, Overdrive eBooks, Axis 360 eBooks

To: Oxford County Library Board

From: CEO/Chief Librarian

Librarian's Report – October 2022

RECOMMENDATION

1. That the Library Board receive the Librarian's Report No: 2022-27 for information and discussion.

DISCUSSION

Branch News

Ingersoll Branch Maker Space

Ingersoll branch staff are working hard to prepare for the November launch of their Maker Space. Staff have been training on the equipment and preparing November Maker Month programs to highlight the new space.

The Library Board is invited to the branch for a special tour on Monday, November 7th at 1:00 PM in lieu of a Board Meeting.

Thamesford Branch 20th Anniversary

Save the date for November 26th at 11:00 for the Thamesford 20th Anniversary Open House. Invitations will also be going out to the newly elected Zorra Township Council, local stakeholders and former staff as we celebrate the branch and welcome the community into the new Children's and Teen space provided by donations in memorial for Arthur and Isabelle (Snetsinger) Varnum.

Tillsonburg Branch Library Playground

Tillsonburg staff have been working with the Town of Tillsonburg Recreation Department on the new Library Playground space funded by the Government of Canada's Healthy Communities Initiative Grant. While the work had to be scaled back due to increases in costs, the space will still provide a wonderful programming and gardening opportunity to the children and families of Tillsonburg. More information on the final work will be provided in the new year as we finalize the project and prepare for a Spring launch of the space.

Tillsonburg Branch – Fall Fun Trail with Oxford Tourism

Tillsonburg Branch will be taking part in the Fall Fun trail on October 22nd from 10:00 AM to 3:00 PM. The trail is designed to promote Downtown Tillsonburg with fall themed activities, shopping and more.

System Wide Initiatives

New Tutoring Platform – Brainfuse

This online live homework help platform for students in Grades K-12 is available from 2:00 PM to 11:00 PM with an Oxford County Library Card.



Welcome for New and Re-Elected Councillors in Area Municipalities and County Council

Library Staff are currently working on welcome packages to introduce Oxford County Library to new and re-elected Councillors in the 6 Area Municipalities that host an OCL Library branch, as well as for all new and re-elected County Councillors. The package will include a library card for those that are not current members and details on library initiatives and the branches within each Councillor's Municipality.

War, Close-Up and Big Picture: A Lecture by Gwynne Dyer

OCL will be co-hosting this November 1st event with the Woodstock Public Library at the Woodstock Marketplace Theatre.

Library Card Sign-Up Month Results

September's Library Card Sign-Up Month was a great start to this yearly initiative. Branches saw many new cards registered with the refer a friend promotion. Early next year staff will begin planning the next September Library Card drive initiative.

Oxford Reads

Oxford Reads is back with a celebration of *Driven: The Secret Lives of Taxi Drivers* by Marcello di Cintio. Once again, Oxford County Library will be partnering with Woodstock Public Library to host the 5th annual Oxford Reads Gala. This year's gala will once again be virtual with the host Chris dela Torre in an intimate conversation online with the author.

OCL and WPL are also encouraging customers to share their own stories, whether newcomer, first-generation Canadian, or established in Canada. These stories will be compiled and published after the Oxford Reads Gala.

Oxford County Library / United Way – Tampon Tuesdays

During the month of October Oxford County Library has been working with the United Way Women United to collect menstrual hygiene products at all branch locations. The supplies collected will be distributed at OCL branches in the coming months for those in need.

Storybook Pumpkin Contest

The contest started October 1st and runs to October 30th. Kids, Families and Adults are encouraged to decorate a pumpkin as a book character and snap and submit their photo for the contest. Voting for everyone's favorite pumpkin in each age category will begin on Halloween.



Report No: 2022-27
CORPORATE SERVICES
Board Date: October 17, 2022

Upcoming October Events

Event Name	Branch	Dates
Tillsonburg Maker Mondays	Tillsonburg Branch	Mondays, 6:00
Yarn & Yack	Norwich Branch	Tuesdays 12:30 to 2:30
Brownsville Lego/K'nex Club	Brownsville Branch	Tuesdays 4:00 to 6:00
Tech Discover Workshop: Press Reader for Beginners / Ancestry Library Edition	Tillsonburg Branch	Tuesday, October 18, 2:00 / 3:00
The Write Stuff – Writing Club	Thamesford Branch	Tuesday, October 18, 6:00
Read with Me – Literacy Help	Norwich Branch	Wednesdays, 3:45
Shake, Rattle and Read	Ingersoll Branch / Tillsonburg Branch	Wednesdays, 9:30
Art of Imagination – EarlyON Program	Princeton Branch	Wednesdays, 9:30 to 11:00
Tales for Tots	Tavistock Branch / Thamesford Branch	Wednesdays 10:00 / 10:30
Community Employment Services	Princeton Branch / Thamesford Branch	Wednesdays, 12:00 to 2:00 / Thursdays, 1:30 to 4:00
Afternoon Games Social	Tavistock Branch	Wednesday, October 19, 1:00 to 3:00
Otterville Library After School Fun	Otterville Branch	Wednesdays, 3:00 to 5:00
Oxford Reads Paint Night	Harrington Branch	Wednesday, October 19, 6:30
Squad Zone	Norwich Branch	Thursdays, 3:45 to 4:45
Sip n' Stitch	Tillsonburg Branch	Thursdays, 1:00 to 2:30
After School Hangout	Tavistock Branch	Thursdays, 4:00 to 5:00
Community Employment Services	Thamesford Branch	Thursdays, 1:30 to 4:00
Writer's Circle	Norwich Branch	Thursdays, 5:00 to 6:30
Art in the Park @ Victoria Park	Ingersoll Branch	Thursday, October 20, 4:30
Thursday Night Trivia	Virtually	Thursdays, 6:00

Report No: 2022-27
CORPORATE SERVICES
Board Date: October 17, 2022

Event Name	Branch	Dates
Clued-In Murder Mystery Scavenger Hunt	Tillsonburg Branch	Thursdays, 6:00
Movie Night – Murder on the Orient Express	Princeton Branch	Thursday, October 20, 6:30
Tales for Tots	Norwich Branch	Fridays, 9:30
Watercolour Bats – Painting for Kids	Innerkip Branch	Saturday, October 22, 10:30
Kids Movie – The Queen’s Corgi	Princeton Branch	Saturday, October 22, 10:30
Fall Craft Drop-in for Kids	Brownsville Branch	Saturday, October 22, 11:00 to 1:00
Pumpkin Decorating	Tavistock Branch	Saturday, October 22, 11:00
PA Day Pumpkin Palooza	Ingersoll Branch	Monday, October 24, 10:00
Oxford Reads: A Film Discussion – Taxi Driver	Ingersoll Branch	Monday, October 24, 7:00
Family Tree Nuts	Tillsonburg Branch	Tuesday, October 25, 1:00
Embro Library Book Club	Embro Branch	Wednesday, October 26, 2:00
Thamesford Library Book Club	Thamesford Branch	Wednesday, October 26, 3:00
Spanish Circle	Norwich Branch	Wednesday, October 26, 5:30
Otterville Library Book Club	Otterville Branch	Wednesday, October 26, 6:00
Ingersoll Book Club	Ingersoll Branch	Wednesday, October 26, 6:00
Whatever Flows Book Club	Tillsonburg Branch @ Starbucks	Wednesday, October 26, 7:00
Local History Speaker Series: Tillsonburg 872: The Action-Packed Story of Town Incorporation	Tillsonburg branch	Wednesday, October 26, 6:30
Norwich Book Club	Norwich Branch	Thursday, October 27, 5:30
Tech Talk	Innerkip Branch	Thursday, October 27, 2:00
Teen Advisory Group	Virtual	Thursday, October 27, 4:00
Friday Films for Adults – Elvis	Tillsonburg Branch	Friday, October 28, 2:00
Friday Films for Adults – Practical Magic	Ingersoll Branch	Friday, October 28, 2:00

Report No: 2022-27
CORPORATE SERVICES
Board Date: October 17, 2022

Event Name	Branch	Dates
Art in the Park – Witches’ Brew Slime	Coronation Park Tillsonburg	Friday, October 28, 4:30
Pumpkin Party!	Norwich branch	Friday, October 29, 9:30
Halloween Craft	Princeton Branch	Friday, October 29, 10:00

SIGNATURES

Departmental Approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

To: Oxford County Library Board
From: Director of Corporate Services

2023 Library Budget

RECOMMENDATION

1. That the Board recommends that County Council approve the 2023 Oxford County Library Business Plan and budget to provide a levy of \$_____, subject to possible minor adjustments to interdepartmental charges.

REPORT HIGHLIGHTS

- 2023 Library levy \$4.3 million – \$217,196 increase over 2022
- Four goals and objectives to advance the Library's outreach and evaluate our service delivery model
- Staffing impact – 2.3 FTE temporary increase for enhanced outreach services; and a reduction of 0.2 FTE in part-time branch hours

Implementation Points

The proposed schedule for Oxford County Council presentations and deliberations of the draft 2023 business plans and budgets, including the Library Business Plan and Budget is as follows:

Budget Meeting	Date	Time
Special Council Meeting #1	Wednesday, November 30, 2022	9:00am - 12:00pm
Special Council Meeting #2	Monday, December 5, 2022	9:00am - 12:00pm
Regular Council Meeting	Wednesday, January 11, 2023	9:30am -

Financial Impact

The draft budget proposes a \$217,196 increase in the levy to be collected from property owners within the Area Municipalities that participate in the County library system. This represents a 5.3% increase over 2022.

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Communications

Staff will prepare a report to County Council to present the Board’s recommendation for the Oxford County Library’s 2023 Business Plan and Budget for their consideration.

The County’s Communications and Strategic Engagement Team will facilitate the 2023 Business Plan and Budget communications strategy, including the Library Business Plan and Budget.

The 2023 Business Plan and Budget will be released on November 23, 2022 and presentations delivered to Council at each of the budget meetings will also be posted on the *SpeakUp Oxford!* site. The site will provide dates and times for each of the Council meetings and links to recordings if individuals are not able to attend the live meetings.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
		3.iii.			

DISCUSSION

Background

At the regular meeting of the Board held September 19, 2022, the Board considered the draft 2023 Library Business Plan and passed the following resolution:

“That the Library Board approve the 2023 Business Plan goals and objectives as set forth in Report No. 2022-21.”

The 2023 Preliminary Budget Information package is attached as Attachment 1.

Comments

Overview

Attachment 1 to this report is the Library 2023 Draft Budget Report. The annual process for developing the budget begins with preparation of a business plan based on the Board’s direction. Finance staff provide assistance in developing the base budget reflecting adjustments to service levels approved by the Board in the prior year and the goals and objectives forming part of the business plan to determine the resources required to deliver the services.

As a result, the 2023 draft budget proposes a levy requirement of \$4,278,199 (\$4,061,003 – 2022) for libraries, representing an increase of 5.3% over 2022 (1.7% increase - 2022). The

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total budget (gross expenditures) is \$5,208,118 (\$5,023,143 – 2022) which is \$184,975 increase over 2022 or 3.7%.

Although the draft budget proposes an increase of \$184,975, the library levy is increasing \$217,196 over the 2022 levy, resulting in an increase of 5.3% for taxpayers. This variance is explained in Attachment 1 – Budget Impact Details.

There is one new initiative proposed in the 2023 Draft Business Plan and Budget – *Year Round Ox on the Run Mobile Outreach Pilot*. Report No. NI 2023-13 forms part of Attachment 1 to this report which provides a detailed description of the proposed initiative. This two-year project includes a \$177,459 base budget for the first year’s operational costs, supporting 2.3 temporary FTEs, and \$31,600 for one-time set up and capital costs for a total budget of \$209,059, funded by the Library General reserve.

The capital budget and budget impacts are explained in detail in Attachment 1, while funding for each of the capital projects is provided in Attachment 2.

2022 Forecast Surplus

The 2022 year-end library budget forecast is positioned for a surplus of \$280,456 as of the date of this report, predominantly due to branch closures, changes to service delivery in response to the pandemic and staff retirements – refer to Table 1 for details. These year-end predictions are subject to change as the impacts of the pandemic are still ongoing and services may need to react to public health guidelines and directives as the situation remains to be somewhat fluid.

Table 1 – 2022 Forecast Year-End Surplus

Revenue/Expense	Explanation	Amount
Salaries & benefits	Reduction due to branch closures and changes to service delivery in response to the pandemic and vacancies due to retirements	\$293,905
Purchased services	Search firm – recruitment for CEO/Chief Librarian	(11,300)
Other	Miscellaneous expenses net over budget	(2,149)
COVID expenses	COVID expenses of \$9,890 have been funded from the Safe Restart Grant	-
Forecast Year-End Surplus		\$280,456

The draft 2023 budget proposes to allocate the 2022 projected surplus to the Library General (stabilization) reserve and apply it to the 2023 budget in order to minimize the levy increase as our community continues to recover from the financial impacts of the pandemic. This approach reduces the 2023 levy by 6.9% and maintains healthy reserve balances.

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Reserves

Attachment 3 to this report is the Library Reserve Continuity Schedule that illustrates the proposed uses and contributions to each of the respective reserves reflected in the draft budget. The report also demonstrates that the reserve balances, as projected for the next five years, are sufficient to meet our mid-term asset management plans and other potential contingencies.

Full-time Equivalent Analysis

The Library 2023 Business Plan and Budget proposes changes with a net effect of 2.1 additional FTEs as described in Table 2 below.

Table 2 – 2023 Full-Time Equivalent Changes

Service Level	One-Time (Temp)	Inc (Dec)	2023 Budget Impact Explanation	Reference
(0.2)	-	(0.2)	Service Level Charges	Minor adjustments in part-time branch hours
-	2.0	2.0	Outreach Specialist, Public Service Clerk	NI 2023-13
-	0.3	0.3	Summer Student	NI 2023-13
(0.2)	2.3	2.1		

Debt Repayment

Current and future debt obligations for the years 2023 to 2024 are set out in Table 3 below, indicating that all current debt will be fully retired by the end of 2023.

Table 3 – Debt Repayment Obligations

Library Branch	2023	2024
Tillsonburg	84,730	-
Annual Debt Repayment	\$84,730	\$-

There are no plans at present to increase debt for capital investment in the ten-year planning horizon.

Conclusions

The 2023 Draft Budget Report focuses on enhancing the quality of programs and services as we continue to strive to *adapt our programs, services and facilities to reflect evolving community needs*¹.

SIGNATURES

Approved for submission:

Original signed by

Lynn S. Buchner, CPA, CGA
Director of Corporate Services

Approved for submission:

Original signed by

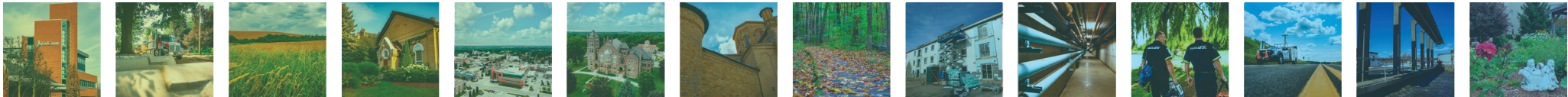
Lisa Marie Williams
CEO/Chief Librarian

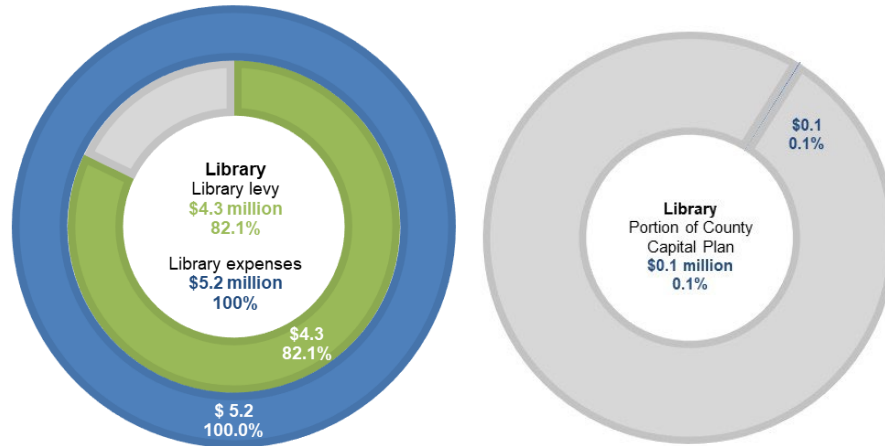
ATTACHMENTS

Attachment 1 – Library 2023 Business Plan and Budget
Attachment 2 – 2023 Library Capital Plan
Attachment 3 – 2023 Library Reserve Continuity Reports

¹ County of Oxford Strategic Plan – 1.ii. – Enhance the quality of life for all of our citizens, May 27, 2015.

2023 Library Business Plan & Budget





Division		Division Description	Services	2023 FTE Base	2023 FTE Temp
Oxford County Library Board	Library	Provide comfortable, welcoming community hubs in 14 branch locations: Lending of a wide variety of materials; supporting the public's informational, recreational, and employment-based needs; offering a wide range of recreational and educational programs for all ages; providing access to electronic resources; coaching and training on the use of technology; home delivery services to nursing homes and homebound clients; mobile outreach service at community events and locations.	<ul style="list-style-type: none"> ▪ Library Collections ▪ Library Programming ▪ Library Reference and Information ▪ Library Public Space Access ▪ Library Technology Access and Coaching 	36.0	2.3
	Total			36.0	2.3

Services Overview

Full Time Equivalents **36.0 FTE**

↓0.2
Base

+2.3
Temporary





Service	Service Description	2021 Service Level	Service Type
Library Collections	An external service offering loans of print, audiovisual and electronic materials to the public. Library collections also include non-traditional items such as kitchen equipment, maker kits and park passes.	459,003 Items borrowed, downloaded, or streamed	Information
Library Programming	An external service offering programming, outreach and special events that respond to the literacy, educational and recreational needs of the community.	5,961 People attended 270 Virtual programs offered via Zoom, Facebook or YouTube	Information
Library Reference and Information	An external service offering answers to reference questions and readers' advisory in person or via other channels (email, web, phone).	120,970 Research database uses 7,576 Calls and emails to rural branches during COVID of which 1,955 were requests for Readers' Advisory	Information
Library Public Space Access	An external service providing welcoming and accessible meeting places.	47 Library room rentals for public use	Community
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	22,266 Wired or wireless computer sessions and 141 coaching sessions Rural Branches also assisted 357 Customers with technology questions	Community

- **2.0 FTE Mobile Outreach Staff Full-time** - New outreach staff members **Outreach Specialist** to provide Programming, Library Services and supervision and **Public Service Clerk** to provide Library Services as part of 2-year pilot project **NI 2023-13**
- **0.3 FTE Summer Student Student** - To continue to provide summer programming support for Ox on the Run and Event Outreach. **Will apply for student funding. NI 2023-13**
- **(0.2) FTE Overall reduction in branch staff hours Part-time** - resulting primarily from small decreases in the allotment of part-time hours in several branches, more accurately reflecting demonstrated need

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Number of active library cards	16,351	13,710	16,551	15,000	15,500	↑
% of collection purchase requests filled	88%	91%	95%	95%	93%	85%
Physical & electronic materials circulation	507,011	278,878	459,003	500,000	515,000	↑
Branch attendance / Mobile Unit attendance	264,723	84,663	71,361	110,000	175,000	↑
Number of programs offered	3,744	923 (in-person)	270 (virtual only)	350 (in-person & virtual)	400	↑
Attendance at programs	36,177	7,827 (in-person)	5,961 (virtual only)	3,000 (in-person & virtual)	4,000	↑
Attendance at Tech Coaching Sessions	1,088	125	141	90	400	↑

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Library Board Orientation and Library Strategic Planning</p> <p>The 2023 Library Board will consist of 5 laypersons and 2 county councilors. In order to support the development of returning and new board members, library staff will develop and deliver an orientation training plan. To further develop the Library Board's goals and objectives for the term, staff will retain the services of a consulting firm to conduct research, surveys and focus groups to create a Library Strategic Plan that will guide the 2023 – 2027 Library Board and Administration.</p>	●	●		 Informs & Engages 4.ii.	
<p>Ox on the Run Year-Round Mobile Outreach Pilot</p> <p>Beginning in 2023, Oxford County Library will conduct a 2-year full-service pilot for year-round Ox on the Run Mobile Library Services. Using the goals of the Future Oxford – Reducing Poverty Together Strategy, library staff will work with area municipalities and community partners to bring library services, collections and programs to underserved and vulnerable communities and neighborhoods.</p>	●	●		 Works Together 1.ii.	Zero Poverty
<p>Finalize the Development of a Library Technology Plan</p> <p>Using Data from the Bridge and Edge Project (anticipated end date, August 2022), Library staff will work with IT and IS teams to develop a plan to address gaps in Community Value and Engagement; Technology Planning and Management; and Staff Digital Expertise.</p>	●			 Performs & Delivers Results 5.i.	Zero Poverty
<p>Evaluation of Library Services for a Service Delivery Model Framework</p> <p>Using a SWOT framework, articulate the lessons learned, successes achieved, challenges to be addressed and opportunities to adapt and improve library services. Incorporate recommendations into a new Service Delivery Model that will inform library services, spaces, collections, programming and technology.</p>	●			 Performs & Delivers Results 5.ii.	

Budget

	2022	2022	LESS:	2023	2023	2023	2023	2023	2023	\$ OVER	% OVER
	2022	REVISÉ	2022 ONE	BASE	ONE	SERVICE	NEW	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	TIME/TEMP	BUDGET	TIME/TEMP	LEVEL	INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
REVENUES											
GENERAL REVENUES											
PROVINCIAL GRANTS	(180,069)	(143,904)	5,000	-	-	-	-	-	(138,904)	5,000	(3.5%)
USER FEES AND CHARGES	(16,959)	(21,115)	-	7,515	-	-	-	-	(13,600)	7,515	(35.6%)
NET INVESTMENT INCOME	(1,400)	-	-	-	-	-	-	-	-	-	-
OTHER REVENUE	(11,868)	(3,600)	-	-	-	-	-	-	(3,600)	-	-
TOTAL GENERAL REVENUES	(210,296)	(168,619)	5,000	7,515	-	-	-	-	(156,104)	12,515	(7.4%)
OTHER REVENUES											
RESERVE TRANSFER	(308,346)	(308,346)	308,346	(85,850)	(323,056)	-	(177,459)	23,110	(563,255)	(254,909)	82.7%
DEVELOPMENT CHARGES	(187,450)	(180,285)	-	23,125	-	-	-	-	(157,160)	23,125	(12.8%)
TOTAL OTHER REVENUES	(495,796)	(488,631)	308,346	(62,725)	(323,056)	-	(177,459)	23,110	(720,415)	(231,784)	47.4%
CAPITAL REVENUES											
CAPITAL RESERVE TRANSFER	(284,895)	(288,490)	-	259,090	(24,000)	-	-	-	(53,400)	235,090	(81.5%)
CAPITAL CONTRIBUTIONS	(14,400)	(16,400)	-	16,400	-	-	-	-	-	16,400	(100.0%)
TOTAL CAPITAL REVENUES	(299,295)	(304,890)	-	275,490	(24,000)	-	-	-	(53,400)	251,490	(82.5%)
TOTAL REVENUES	(1,005,387)	(962,140)	313,346	220,280	(347,056)	-	(177,459)	23,110	(929,919)	32,221	(3.3%)
EXPENSES											
SALARIES AND BENEFITS											
SALARIES	1,961,199	2,189,392	(22,711)	46,490	-	-	117,792	-	2,330,963	141,571	6.5%
BENEFITS	454,935	520,647	(1,841)	(11,675)	-	-	11,286	-	518,417	(2,230)	(0.4%)
GAPPING ALLOCATION	-	-	-	-	-	-	-	(18,000)	(18,000)	(18,000)	-
TOTAL SALARIES AND BENEFITS	2,416,134	2,710,039	(24,552)	34,815	-	-	129,078	(18,000)	2,831,380	121,341	4.5%
OPERATING EXPENSES											
MATERIALS	642,169	632,685	(5,000)	31,162	7,600	-	12,600	(110)	678,937	46,252	7.3%
CONTRACTED SERVICES	67,132	21,000	-	4,000	35,000	-	-	-	60,000	39,000	185.7%
RENTS AND FINANCIAL EXPENSES	75	300	-	(150)	-	-	20,000	(5,000)	15,150	14,850	4,950.0%
TOTAL OPERATING EXPENSES	709,376	653,985	(5,000)	35,012	42,600	-	32,600	(5,110)	754,087	100,102	15.3%
DEBT REPAYMENT											
PRINCIPAL REPAYMENT	110,479	110,479	-	(26,979)	-	-	-	-	83,500	(26,979)	(24.4%)
INTEREST REPAYMENT	4,541	4,541	-	(3,311)	-	-	-	-	1,230	(3,311)	(72.9%)
TOTAL DEBT REPAYMENT	115,020	115,020	-	(30,290)	-	-	-	-	84,730	(30,290)	(26.3%)
CAPITAL											
MAJOR INFRASTRUCTURE	61,725	67,000	-	(42,850)	-	-	-	-	24,150	(42,850)	(64.0%)
VEHICLES	-	-	-	-	15,000	-	-	-	15,000	15,000	-
BUILDING	228,000	228,320	-	(223,070)	-	-	-	-	5,250	(223,070)	(97.7%)
FURNISHINGS AND EQUIPMENT	39,975	41,570	(12,000)	(9,570)	9,000	-	-	-	29,000	(12,570)	(30.2%)

	2022	2022	LESS:	2023	2023	2023	2023	2023	2023	2023	\$ OVER	% OVER
	2022	REVISED	2022 ONE	BASE	ONE	SERVICE	NEW	INITIATIVE	DRAFT	2022	% OVER	
	FORECAST	BUDGET*	TIME/TEMP	BUDGET	TIME/TEMP	LEVEL	INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET	
TOTAL CAPITAL	329,700	336,890	(12,000)	(275,490)	24,000	-	-	-	73,400	(263,490)	(78.2%)	
RESERVE TRANSFERS												
CONTRIBUTIONS TO CAPITAL RESERVES	100,000	100,000	-	17,000	-	-	-	-	117,000	17,000	17.0%	
DEVELOPMENT CHARGES EXEMPTIONS	12,000	3,000	-	2,000	-	-	-	-	5,000	2,000	66.7%	
TOTAL RESERVE TRANSFERS	112,000	103,000	-	19,000	-	-	-	-	122,000	19,000	18.4%	
INTERDEPARTMENTAL CHARGES												
INTERDEPARTMENTAL CHARGES	1,103,704	1,104,209	-	222,531	-	-	15,781	-	1,342,521	238,312	21.6%	
TOTAL INTERDEPARTMENTAL CHARGES	1,103,704	1,104,209	-	222,531	-	-	15,781	-	1,342,521	238,312	21.6%	
TOTAL EXPENSES	4,785,934	5,023,143	(41,552)	5,578	66,600	-	177,459	(23,110)	5,208,118	184,975	3.7%	
PROGRAM SURPLUS/DEFICIT												
RESERVE CONTRIBUTION TO (FROM)												
RESERVE CONTRIBUTION-SURPLUS	280,456		-	-	-	-	-	-		-	-	
TOTAL RESERVE CONTRIBUTION TO (FROM)	280,456		-	-	-	-	-	-		-	-	
TOTAL PROGRAM SURPLUS/DEFICIT	280,456		-	-	-	-	-	-		-	-	
TOTAL	4,061,003	4,061,003	271,794	225,858	(280,456)	-	-	-	4,278,199	217,196	5.3%	

* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	EXPENSES	REVENUES	TAXATION	%
2022 REVISED BUDGET		5,023,143	962,140	4,061,003	
LESS: 2022 ONE-TIME ITEMS		(41,552)	(313,346)	271,794	6.7%
BASE BUDGET IMPACT		5,578	(220,280)	225,858	5.6%
ONE-TIME ITEMS					
LIB-Library Strategic Plan		35,000	35,000		
LIB-Library Levy Stabilization Reserve Funding		-	280,456	(280,456)	(6.9%)
		35,000	315,456	(280,456)	(6.9%)
NEW INITIATIVES					
LIB-Ox On The Run Full Year Pilot	NI2023-13	209,059	209,059		
		209,059	209,059		
INITIATIVE GAPPING					
LIB-Ox On The Run Full Year Pilot	NI2023-13	(23,110)	(23,110)		
		(23,110)	(23,110)		
TOTAL		184,975	(32,221)	217,196	
2023 DRAFT BUDGET		5,208,118	929,919	4,278,199	5.3%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
BUILDING							
916040 - Ingersoll Library	Facility Assessment	Non-infrastructure solutions	N/A	\$5,250	5,250	-	-
916060 - Norwich Library	Branch Signage	Replacement	Poor	\$24,150	24,150	-	-
COMPUTER EQUIPMENT							
600000 - Computer Equipment	Chromebooks and ipads for public use. Maker space and assistive technologies.	Expansion	N/A	\$20,000	20,000	-	-
610000 - Computer Equipment	Ox on the Run Equipment	Expansion	N/A	\$4,000	4,000	-	-
EQUIPMENT							
610000 - Equipment	Ox on the Run Equipment	Expansion	N/A	\$5,000	5,000	-	-
VEHICLES							
610000 - Special Programs	Library - Ox on the Run	Expansion	N/A	\$15,000	15,000	-	-
				\$73,400	\$73,400	\$0	\$0

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent

New Initiative – Year-Round Ox on the Run Mobile Outreach Pilot

NI 2023 13







DESCRIPTION

Included in the 2023 Library Business Plan is an initiative to extend the Ox on the Run Mobile Outreach Unit from a 4-month summer outreach service, to a year-round service to provide outreach programming and library services pilot.

The library would seek to use a decommissioned ambulance to pilot this year-round service before implementing the program permanently with a customized vehicle. The vehicle would be wrapped for library branding and outfitted to transport equipment, supplies, popular reading collections and item holds to deliver a range of library services and programs throughout Oxford County, including underserved communities and vulnerable neighborhoods as identified in the Oxford Early Development Instrument.

Throughout the two-year pilot, Ox on the Run would make scheduled stops at a range of locations, including communities without a library branch, community halls and other gathering places, community events, affordable housing areas, retirement communities and participating local businesses.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
1.ii.			4.i. 4.ii.	5.i. 5.ii.	

DISCUSSION

Background

In June 2018, Oxford County Council endorsed the Draft Zero Poverty Plan. A vital aspect of the Plan includes addressing a “need for access to services that are free from income-related barriers.”

Oxford County Library Board used that plan and the need to remove barriers as a rally call to commit to barrier free library services. On January 1, 2019 that Library Board permanently eliminated all overdue fines after a one-year trial period. In doing so, OCL became one of the first libraries in Ontario to move forward with permanent elimination of all overdue fines. Many public libraries have followed suite during the pandemic.

Fines, however, are not the only barrier to accessing library services. Seeking to help residents in underserved and vulnerable communities access library services, the 2019 mobile outreach project, known as “Ox on the Run,” operated from June through October to offer a “pop-up” library in a variety of locations to connect communities with library services, collections and programming.

Library staff worked closely with other County departments to help make the initial Ox on the Run pilot happen. Public Works supplied the library team with an older pick-up truck. The Strategic Communications team helped secure a graphic designer to create the Ox on the Run logo. Library staff also reached out to community partners such as United Way Oxford, Oxford County Social Housing, Welkin and the Children’s Aid Society of Oxford.

The Ox didn’t run again until Spring 2021 due to pandemic restrictions. During the 2021 and 2022 seasons, library staff worked with Oxford EarlyON staff to run joint programs at parks, community centres and splash pads during the late spring and summer months. Library staff also attended a number of special events and festivals as they made their return in 2022.

Comments

Zero Poverty Plan and Ox on the Run

Oxford County Library aims to strengthen bonds within the community, while helping to build usage of library services, as part of the County’s *Zero Poverty Plan*. Working within the framework of Future Oxford’s *Reducing Poverty Together Strategy 2022-2024*, the expansion of the Ox on the Run Mobile Library Unit to a year-round service aims to:

- Provide Access to Services/Information by:
 - Year-round access to library programs, collections, technology and services to underserved and vulnerable communities across Oxford County
 - Connect county residents with information on county initiatives and services. Working with area municipal partners, library staff would also like to connect residents with information on those initiatives and services as well
 - Increase the number of active library cardholders by specifically targeting areas of the County identified as not meeting library targets
- Provide Access to Education by:
 - Introducing the community to the free resources available through the Oxford County Library, including:
 - eBooks/eAudioBooks for residents of all ages and reading abilities
 - eLearning platforms such as Universal Class, Signing Savvy, Transparent Language and Creative Bug
 - eTutoring services such as Brainfuse
 - Maker Kits for STEM learning
 - Other available services located at the library’s 14 branch locations

- Provide Access to Food by:
 - Working with local organizations and the library’s Teen Advisory Committee to help provide healthy snacks and care kits to those in need during the Mobile Unit’s stops
 - Introducing kids and teens to the library’s Seed Library through planting and growing programs that help kids learn about container gardening while teaching food literacy skills
 - Introducing kids and families to other food literacy skills using the tools and equipment found in the Kitchen Library

Library staff will work with Social Planning Council Oxford to determine KPI’s the library will collect over the course of the pilot program, as well as any changes to the Ox on the Run service that could positively impact the success of the service to fulfill the goals associated with the *Reducing Poverty Together Strategy*.

Usage Trends

Throughout the last few years, Oxford County Library’s Active Library Cardholder statistics have remained in the bottom half of the twelve-comparator two-tier county library systems in Ontario. In 2019, Oxford County Library’s cardholders represented only 24% of the population service area. As a comparison, Woodstock Public Library’s cardholders represented 30% of the population service area and neighboring Middlesex County’s cardholders represented 28% of the population service area.

In order to better understand where the library’s cardholders are located, and where library cardholders are under-represented, the library team is working with Information Services to map cardholder data. This information will likely not be available until later this fall, but will be used extensively going forward for library planning.

Ox on the Run had an extremely successful 2019 launch, operating from June until October of that year. The proceeding years saw a stripped-down version of the programs and services offered in 2019.

Ox on the Run Usage Statistics	2019	2021*	2022**
Connections (Attendance)	2,562	422+	600+
Library Cards Issued	50+	15	40+
Stops Across the County	70	45	54
Communities Visited	13	17	15+

*Note: 2021 Ox on the Run operated only July to September. Staff also faced greater challenges due to lack of community events during the pandemic

** 2022 Statistics have not yet been finalized and could change

Year-Round Ox on the Run Pilot Service Description

Due to the pre-pandemic success of the Ox on the Run outreach program, staff are proposing a year-round two-year pilot project during which usage and attendance at Ox on the Run stops and at existing library locations will be assessed to determine future needs for library service. Potential outcomes could include:

- New Express Collection locations in underserved communities to allow for access to item holds;
- Review of existing library branch hours for to improve access to services;
- Permanent implementation of the Ox on the Run Mobile Library Unit with scheduled stops to continue to offer services where branches or express locations may not be feasible.

In order to determine the success of this program, library staff will track KPIs associated with Core Mobile Outreach Services and Additional or Special Services based on specific audiences. Below is a list of those services and associated KPIs.

Core mobile outreach services	Location	Associated KPIs
Library Card registration	Available at all mobile unit stops	# of new library cards issued
Lending of library collections	Available at all mobile unit stops	# of items circulated
Promotion of library e-resources and branch programs	Available at all mobile unit stops	Usage of library e-resources / Branch program attendance
Assistance with downloads (eBooks, e-audiobooks) Assistance with other Library Technologies	Available at all mobile unit stops	# of Technology help sessions conducted by outreach staff / # of Technology help sessions conducted by branch staff
Quick Reference / Readers' Advisory Service Community Agency/Information Referrals	Available at all mobile unit stops	# of reference and/or readers' advisory questions answered by outreach staff # of community referrals provided
Additional services based on audience	Location examples	
Tech Bootcamps (instructional demo of one or more online products), followed by one-on-one tech help	Retirement homes Community centres Sports Arenas	# of special stops/events and attendance

Mini-robotics / Maker Fairs	Community centres Sports arenas Fairs/festivals	# of special stops/events and attendance
Family storytimes / Puppet Shows / Kids Craft programs	Parks/splash pads Community centres Sports arenas Affordable Housing Complexes Mobile Home Parks	# of regular programs delivered and attendance
Demo of Library STEAM Kits / Kitchen Equipment / Other Non-Traditional Library Collections	Affordable Housing Complexes Community centres Sports arenas	# of special stops/events and attendance

In hopes that the library’s other 14 locations may see positive impacts from the addition of the Ox on the Run service, library staff in branches will track similar KPI data. Branch staff will also collect qualitative data regarding customer’s influence in attending a branch location due to services/visibility of the Ox on the Run mobile unit.

Prior to the completion of the pilot project, the library will also survey residents of Oxford County and/or the communities that have been served by Ox on the Run.

Finally, a SWOT analysis and review of KPI’s will be completed for a final Pilot project report. This report may be used to determine if the Ox on the Run pilot has been successful, what changes may need made to the service before implementing it as a permanent service offered by the library, and if any changes need to be made to the library’s branch services.

Conclusions

Evolving the Ox on the Run mobile outreach service into a year-round program will provide positive impacts in the communities served by the program, while also helping to build the library’s customer base. The library’s reach and relevance will increase through the continued offering of library services away from traditional library branches. Library services and programs can also make great impact to the Zero Poverty Plan and can help make stronger connections with the communities served throughout all of Oxford County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve funding – Library General	31,600	177,459	209,059
Total revenues	31,600	177,459	209,059
Salaries and benefits	\$-	\$129,078	\$129,078
Operating expenses			
Advertising/Marketing	3,000	3,000	6,000
Memberships (ABOS)	-	150	150
Cultural Programming	-	7,000	7,000
Tools/Equipment	4,000	1,500	5,500
Telecommunications	600	650	1,250
Rental Space for Indoor programs and services during cold weather months (Community Halls, etc.)	-	20,000	20,000
Safety Boots / Clothing Allowance	-	300	300
Vehicle: Licensing	-	361	361
Vehicle: Insurance	-	1,420	1,420
Vehicle: Fuel	-	13,100	13,100
Vehicle: Repairs and maintenance	-	6,700	6,700
Charge from Fleet (savings for current rental vehicle)	-	(5,800)	(5,800)
Total operating expenses	7,600	48,381	55,981
Capital			
Computer Equipment (2 Laptops)	4,000	-	4,000
Equipment (RFID Pad, Receipt Printer, Scanner, Mobile Printer)	5,000	-	5,000
Surplus County Vehicle	15,000	-	15,000
Total capital	24,000	-	24,000
Library Levy	\$-	\$-	\$-

STAFFING REQUIREMENTS

In order to operate the vehicle and provide library services on a regular basis, the library would require two full-time staff members. As this initiative is currently being requested as a 2-year pilot, the full-time staff positions would be hired as contract positions for the length of the pilot.

The **Public Service Clerk** will assist the Outreach Services Specialist in providing regular library services such as library card registration, circulation of library materials and processing of library holds for customers.

The **Outreach Services Specialist** will work closely with the library’s Outreach & Teen Librarian to develop the service route and stops, connect with community and area municipal partners, and develop and implement all Ox on the Run programs and services.

In order to also continue to offer special summer outreach to community festivals and events, the library is also requesting a summer student position as part of the continual staffing base. The temporary full-time **Summer Student** position will be submitted as a grant request via the Federal Young Canada Works grants, if available, for up to 100% funding. Since grant funding is not guaranteed it has not been reflected in the proposed budget and levy requirement which, if it were 100% funded would reduce the budget and levy requirement by \$11,815 annually.

Staff Requirements (FTE)	One-time/Temp
Public Service Clerk - Full-time	1.0
Outreach Services Specialist - Full-time	1.0
Summer Student - Student	0.3
Total	2.3

ATTACHMENTS

- Attachment 1 - Ox on the Run – 2019 Summer Activity Report, 2019.
- Attachment 2 - Ox on the Run – 2021 Report, 2021

SUMMER ACTIVITY REPORT

Oxford County Library
on the road



United Way
Oxford



KIWANIS INGERSOLL



Executive summary

The 2019 mobile outreach pilot project, known as “Ox on the Run,” operated from June through October. Library staff used a re-purposed County pickup truck to offer “pop-up” library services in a variety of locations to bring technology, books, story times, robotics, and library information to people who might not otherwise use library services. We hoped that people would sign up

for library cards on the spot, receive coaching on the use of technology, use our WI-Fi, and learn how to access our free online and downloadable products. The biggest impact was the connections we made with children and families, and the “Ox on the Run” brand recognition that resulted.

Throughout the project, the “Ox on the Run” truck travelled 2,093 kilometres, made 70 stops and connected library staff with over 2,500 individuals.

A key focus of the project was accessing vulnerable neighbourhoods in Ingersoll and Tillsonburg. Through collaboration with Wellkin, Children’s Aid Society, and Oxford County Social Housing, our staff made frequent stops at housing cooperatives to ensure that families and individuals who would most benefit from exposure to our services received them in a convenient, friendly, and comfortable manner.



HIGHLIGHTS:

- Moving beyond the library walls to meet people where they are already gathering
- Breaking down barriers to access caused by limited branch hours in rural locations, lack of public transportation to reach our branches, and a pervasive lack of awareness about the range of programs and services offered
- Showcasing the library’s other products and services. While books remain our enduring brand, libraries offer so much more – people were surprised to learn about the depth and breadth of library offerings

Background

In June 2018, Oxford County Council endorsed the Draft Zero Poverty Plan. A vital aspect of the Plan includes addressing a “need for access to services that are free from income-related barriers.”

Oxford County Library Board permanently eliminated all overdue fines on January 1, 2019, after a one year trial period. Going fine-free is still largely uncharted territory for Canadian public libraries. Still, the Oxford County Library Board, library management, and front-line library service providers remain committed to maximizing access, particularly for individuals and families for whom fines are a barrier or deterrent to enjoying the benefits of the public library. The library is proud to support and further Council initiatives that build a healthier, stronger, more sustainable county.

Overdue fines are not the only barrier to accessing library services. In Oxford, there are a variety of reasons why some residents have difficulty accessing a “bricks and mortar” library branch. These include, but are not limited to, lack of transportation options and hectic family schedules, which don’t always match up well with our branches’ limited open hours. Young children who do not live within reasonable walking distance of a branch are not able to access library services unless their parents are willing and able to take them to the library during open hours. Lack of awareness about Oxford County Library (OCL) programs and services is common, and we know that communicating and promoting our services needs to be a top priority.

Over the past several years, OCL has built a presence at a variety of community events, such as fall fairs, summer festivals, and expos. Enabled by mobile circulation technology, staff can register people for library cards and circulate library materials – outside the walls of the library. Many of these registrants expressed an interest in being able to access our electronic resources, such as eBooks and databases. Demonstrations of our wide array of available e-resources at

these mobile events created the most interest and engagement, and an increase in e-resource usage has been a positive result.

In 2019, OCL wanted to build on past outreach successes by piloting an intensive, branded, mobile presence, reaching non-traditional outreach locations. With support from the Library Board, Oxford County Public Works, and Community Funders, we launched the “Ox on the Run” experiment. The following report tells the story of our journey in program planning and delivery, what we learned from the experience, what we achieved, and how we would like to move forward. It’s the story of how, through Ox on the Run, Oxford County Library activated its brand to **connect, discover, share, become**.

We want to acknowledge our partners, enablers and funders, for supporting this new venture. Their confidence in our ability to launch a branded mobile outreach program allowed us to venture into uncharted territory for Oxford County Library, and we are very thankful.

Funders

Kiwanis Club of Ingersoll
United Way Oxford
Whitehots Inc.

Outreach partners

Wellkin
Children’s Aid Society, Oxford

County partners

Oxford County Public Library Board
Oxford County Communications
Oxford County Public Works
Oxford County Social Housing

Special Thanks to Oxford County Library personnel who staffed and were the lifeblood of “Ox on the Run.”



A library without borders launching *“Ox on the Run”*

Our mobile outreach project began with the imagination and energy of OCL staff, eager to increase outreach and library awareness. The project became a goal of the 2019 Business Plan, targeting Oxford County residents in vulnerable and underserved neighbourhoods to support the County’s Zero Poverty Plan and build upon the Library’s inclusion efforts (e.g., eliminating fines, running in-branch free children’s programming). We hoped to bring OCL outside library walls, to build awareness of our programs, services and resources, and to increase our community presence and partnerships and increase cardholders.

“When we were at the water park in Tillsonburg, we encountered a family that didn’t use the library because they were afraid of fines. We assured them we did not charge fines. The mom and two children signed up for library cards, and I have seen them at the Tillsonburg Library since.”

Ryan Van Leeuwen (staff)

CONNECT

With the support of the Oxford County Library Board, library management and staff had to move quickly to get the mobile outreach program active and on the road.

We needed partners to help us plan and staff the project, to support us with funding and infrastructure, and to support the launch.

Initially, we explored hiring a co-op student from Western University's Faculty of Information and Media Studies program. We wanted someone to take on project coordination, and to be the "face" of our library on the road. After struggling to find someone who met our skills and cultural profile, however, we opted to keep things in-house.

Outreach/Teen Librarian Meagan Brennan and CEO Lisa Miettinen worked on project coordination, including finding a suitable vehicle, securing partners and sponsorships, coordinating visits to locations across the county, and scheduling staff.

We chose to invite the community into our project early, announcing the pilot project before we even had a vehicle on the road and asked the public to help name our new mobile outreach program. "Ox on the Run" was chosen for the name of the project, and we adopted "Ollie" for the truck, and our mascot (Ollie the Ox). Working with County Communications, we hired a graphic designer to create a logo for "Ox on the Run." This logo was made visible on the truck and also printed on temporary tattoos. We hoped having a

recognizable brand would make us approachable and recognizable to the public. And, our stuffed ox, Ollie, proved to be very popular with children over the summer.

Oxford County Public Works supplied an older pick-up truck for use during the project. This essential support was much appreciated and embraced by staff who supported the idea of using an existing county-owned vehicle for the pilot project. The truck was an excellent pilot resource, being spacious enough to carry all of the equipment needed.

As we pulled together plans for the summer, we were able to connect with the Kiwanis Club of Ingersoll for funding. Other invaluable partners included United Way Oxford, our chief book vendor, Whitehots Inc., Oxford County Social Housing, Wellkin and the Children's Aid Society of Oxford. Many of our partners had a specific interest in our connecting with children and families in vulnerable situations or circumstances, which aligned with our program rationale and contributed to outreach plans and activities.

What we learned about staffing:



While we were able to run the program with existing OCL staff who understood the programs, services and culture of the library, it put pressure on staffing across the system, including in branches in the busy summer months.



DISCOVER

Our mission, and our hope, for “Ox on the Run,” was for library users and non-library users in Oxford to learn more about the programs, services and resources offered by library branches and available online. We were also keen to learn about the community from outside library walls and to hear from residents about their needs and perceptions of the library, now and into the future. To achieve these ambitious goals, we stocked the truck with a variety of resources to help us build relationships with our visitors.

We loaded the truck with a table, chairs, tent, tech equipment (including mobile circulation, iPad, tech toys, etc.), a pop-up banner, promotional material, and activity supplies. A small collection of books was available for checkout. OCL branded sunglasses were handed out over the summer and were popular with people of all ages.

Our pilot launched in May at Calithumpian in Thamesford. Throughout May and June, we made several stops across the county, including stops at baseball diamonds, soccer fields, and farmers’ markets. Program staff tried various schedules and locations, including daytime, evening and weekend hours, to see what worked best for the different communities. During

What we learned about our audience:



Stops, or locations, primarily targeted to adults, were not a good fit with “Ox on the Run,” while child-focused stops were much more successful. OCL does ongoing outreach to adults and will continue to visit retirement communities and adult events, but “Ox on the Run” developed a strong focus on children.



“My kids loved seeing the truck ... They were so excited to make crafts, and listen to the stories. Leah didn’t want to leave! She would have been quite happy to stay and cuddle with Ollie the whole night.”

Jenna Fisher (parent)

these months, we found success at established community events and in places and spaces where children, families and caregivers gathered. Stops and attempts to reach adult audiences specifically, were poorly attended.

Ox on the Run hit its stride in July and August, thanks to summer vacation. We reorganized and reprioritized to focus on children and families. We planned stops at housing co-ops, playgrounds, splash pads, community pools, and family-friendly events, and much to the surprise of staff, we were overwhelmed by the success of these stops. Our mandate for the project was to cover primarily Ingersoll and Tillsonburg (Kiwanis of Ingersoll was a sponsor). Still, we did visit Thamesford, Norwich, Drumbo, and other smaller communities across Oxford County. There were many visits to splash pads and playgrounds where we had impromptu story times with over 20 attendees, and hundreds of children and families stopped to play with tech toys, puzzles, or to read a book. Staff encouraged the summer reading club and branch events and found it was easy to promote the kitchen library collection and our digital resources to adults accompanying children to the truck.

SHARE

From the conceptual stages of “Ox on the Run,” everyone agreed that a significant part of our mission was to “show and tell” library services to mobile visitors. Story times and tech toys helped achieve that goal, as did profiling the kitchen lending library and online resources.

“Art in the Park” grew out of our attempts to highlight library services. Our staff, Leslie Van Santen and Shannon Van Herzele, planned unique summer-themed crafts for children and brought a complete library program to the great outdoors. They advertised four stops at the Ingersoll splash pad in July and August, which saw some of the biggest turnouts of the summer. These events also generated a lot of “buzz” on social media with parents.

“Ox on the Run” found additional success at housing cooperatives in Tillsonburg, Ingersoll and Woodstock. The Dereham Forge housing co-op in Tillsonburg had been a regular outreach stop before the pilot project. During the project, we connected with the Adam Oliver housing co-op in Ingersoll, and, at the request of CAS Oxford and Wellkin, we reached out to the James Street housing co-op in Woodstock. Our staff attended community barbecues in each neighbourhood, along with other community partners. These well-attended events were some of the best and most impactful of the summer. Children living in these neighbourhoods were our primary users, and staff reported keeping busy with the kids from set-up to take-down.

What we learned about scheduling and recurring stops:



In the early months of the program, as we tried out locations and schedules, we didn't have a planned schedule. We heard from visitors, particularly those at splash pads and residential complexes that they would prefer a predictable or public schedule. They enjoyed visiting so much that they wanted to be able to plan their attendance at the truck.

“Once, at Adam Oliver housing co-op, we were approached by excited children and their parents. We signed up about eight library cards, handed out flyers, showed the kids how to play with the Specdrums, did story time, etc. The children begged us not to leave but helped us pack up when we insisted it was time to go for now. We made a few personal connections with some of these people, and I had one family say, “hi” to me at the grocery store and asked when we would be coming back.”

Crystal Cooper (staff)



BECOME

What is a library without walls? What does Oxford County Library represent to residents?

Throughout the pilot project, our mobile outreach truck made 70 stops, not including several shifts cancelled due to weather or illness. OCL staff were eager to visit different events, and different communities, in hopes of reaching as many non-library users as possible. We hoped to get a better idea of the community needs to make the best use of staff time and resources. We learned, through this project, that it is relatively easy to engage with children and families, but more challenging to make contact with teenagers and adults, unless we were at a busy event like the Sollgood Social Market in Ingersoll.

July and August proved to be the best months for mobile outreach, both during the day and at night, since children, and many parents, are on summer vacation. Stops in June and September were successful primarily at established events.

To assess the success of each mobile outreach stop, we developed a report form to collect visitor numbers, comments, questions and reflections. The information collected is helpful but doesn't represent the entire experience of visitors and staff. We're pleased to have the opportunity to share both data and stories in this report.

What we learned about data collection:



Collecting data sometimes took a back seat to program delivery and greeting visitors. It's incredibly likely that we did not capture all data, and our attendance numbers may be low. A simplified – potentially electronic or online – report form might be a more efficient way to gather the information we need to plan future programs. We recommend deliberate staff training on the importance of data collection and the process for doing so. Additionally, it was difficult to connect with adult visitors to ask about their needs and perceptions of the library, so information gaps remain. We were also limited in our ability to collect and record data when CAS layoffs and limited remaining resources hindered our plan for post-program evaluation focus groups.





Additional observations

We had many ambitions for “Ox on the Run.” Perhaps, too many. In the planning stage of the program, we expected visitors to borrow books and other items from the truck, to sign up for library cards, to use our WI-Fi hotspot and to get detailed program information. In actuality, person-to-person (primarily, staff-to-child or -family) contacts were the biggest result of the program.

If the program continues, including more “borrowable” materials would be a good idea if combined with a regular schedule to allow for the materials to be returned to the truck.

The entire program was vulnerable to weather. On very hot or wet days, we couldn’t offer a comfortable environment for visitors. While the truck and tent combination worked well in fine weather, we recommend considering a sturdier or larger roofed vehicle or equipment.

Our equipment and minimal infrastructure allowed us to be extremely portable but didn’t offer much opportunity to demonstrate e-resources such as Tumblebooks or Universal Class. A fixed computer display would have been a great addition to our gear.



“A consistent positive note we received on the truck was the comment that it was “so nice to see the library out and about,” and people really didn’t know that we do more than just books.”

(Staff member)

Next steps

and recommendations

Our hope for this project is to continue the work over a second summer, and to focus our energy on reaching more children and families. A continued project will help ensure we collect more information from our users, find out where we're making the biggest impact in the county, what gaps in information and service exist and how we might fill them. We would support the continuation of the "Ox on the Run" identity for child and family-related outreach programming.

Given the popularity of the program in July and August, we suggest a shorter program length, but one that includes a regular and recurring schedule to allow for marketing and promotion and to attract return visitors.

Having some additional infrastructure, such as dedicated computing devices, a larger or roofed truck or vehicle would allow us to invite more adults to demonstrations, and make us less vulnerable to weather.

We want to provide staff with deliberate training and support to collect data and to invite visits to "Ox on the Run."


A Year 2 pilot should include the development of a comprehensive program evaluation strategy to allow for the measurement of program impact and social return on investment, add to the Library Board's data collection on library identity and opportunity and provide data to partners and funders.



By the numbers

June - October, 2019

Connected with
2,562
visitors




Visited
13
communities


Often with
multiple stops
and locations




Drove
2,093
kilometers



Issued
50+
library cards




Made
70
stops across
the County

9
staff regularly
worked the truck

10 additional
staff filled in
occasionally



19 posts
18 comments
257 likes
28 shares



14 posts
100+ stories
372 likes



*connect. discover. share. **become.***

© Oxford County, 2019

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 www.ocl.net

OXFORD THE EARLY ON REPORT

2021A



OVERVIEW

Following the success of our mobile outreach project in 2019, library staff were eager to offer Ox on the Run again this summer in partnership with Oxford Early Literacy. A key focus for this year's program was to safely offer literacy-based programs to families across the County and provide program information, library cards, and connection for community members. After a successful summer of outdoor programs library staff are continuing outdoor programs and outreach until the end of 2021.

BACKGROUND

In 2019, OCL piloted a mobile outreach project labeled Ox on the Run. We offered "pop-up" library services in a variety of locations across Oxford County, and brought technology, books, programs, and information to people who might not otherwise visit our library branches.

Over that summer we made 70 stops, and connected with over 2,500 individuals. Staff overwhelmingly found that these pop-ups were most popular with children and families, and concluded that this demographic should be our focus moving forward. Following the pilot project, OCL planned to launch a year 2 pilot in 2020 to comprehensively evaluate the program and its impact on our community.

Given the Covid-19 pandemic, we did not run the program in the summer of 2020. Staff shifted their focus to reaching children and families virtually, and offered Craft & Connect kits along with curbside services. In the spring of 2021 we saw the opportunity to bring back a scaled-down version of Ox on the Run where it was safe for both staff and families.

PARTNERSHIPA

In an effort to coordinate with other county departments, and establishAA outdoor programming protocols, we reached out to Cara vanKlaveren ofAA Oxford EarlyON. Oxford EarlyON was relaunching after integrating into theAA County's Human Services department, and was planning to offer a suite ofAA outdoor programs. We already had an established partnership with themAA working on an outdoor story walk project to be launched in the summer, soAA it was a natural fit to coordinate our outdoor programs.AA

Together with the EarlyON team we began plans to schedule partneredAA storytime events in the parks over the summer months. Our aim was toAA launch the program in June, and we hoped by that time we would be able toAA safely offer an outdoor program with a small number of families. As JuneAA approached we decided to push the launch to July based on Ontario'sAA tiered reopening plan. By early-July we were able to safely gather 25 peopleAA outdoors, and we felt comfortable offering the program.AA



“This is the firstAA program we’veAA attended withAA our son becauseAA he was bornAA during theAA pandemic, andAA nothing hasAA been availableAA to us.” – parentAA

THE PROGRAM

Leading up to the launch of the program, OCL and EarlyON staff marketed our joint summer project with a social media campaign that saw staff popping up in communities to “positively graffiti” parks and public areas with chalk, and let the community know we hoped to see them for Ox on the Run in the summer. We also made calendars available at library branches, and online, for families to take home. Our recognizable brand and mascot “Ollie the Ox” helped families recognize us as the library’s returning pop-up program.

We launched our program on July 7, and began offering two types of outdoor programs that fell under the Ox on the Run/EarlyON umbrella. Playful Park Adventures were structured storytime programs with songs, rhymes, and stories ideal for ages 0–6 with caregivers. OCL staff joined in, read books, and offered information and library cards to attendees. The second program we offered was called Stroller Walks and Story Strolls, which was a less structured program for families to attend. We set up a story with book pages around a park or walking trail for families to read while enjoying the interactive prompts along the way. Library staff joined in with families to read the story, encouraged interaction with the book, and offered early literacy tips. In the event of rain or poor weather we offered a virtual meetup over WebEx for the registered families, but found that these were generally not well attended and stopped offering them.

Unlike the pilot project, library staff did not bring books, electronics, and toys for children to play with. We kept our equipment minimal bringing a tent, table, some promotional material, and equipment to register families for library cards. Safety was of utmost importance, and staff wore PPE and socially distanced. Oxford EarlyON required all attendees to preregister, complete a family screening, and bring face masks. In the event that families joined in without registration (ie. Families who happened to be in the park) we required their information for contact tracing. All of these safety measures were established with Southwestern Public Health.

Since EarlyON focuses their programs on ages 0–6 we prepared scavenger hunts and activities for older children that may accompany their families to the program. Library staff typically found that older children were happy to play at the nearby playgrounds and splash pads instead of joining in with us.

Ox on the Run, in partnership with Oxford EarlyON, has continued into the fall of 2021. We're currently gathering survey results from families that attended our programs over the summer. In October, library staff exclusively offered a series of family programs called Art in the Park with an overwhelming response, and positive feedback from the families. We also attended the annual Drumbo Fall Fair. Library staff plan to continue outdoor programming while the weather is in our favour.

"They also attracted the attention of other people in the community who were enjoying the parks which led to some positive conversations about the library and programs with adults." – Holly Brown



OBSERVATIONS

A return to in-person programming was well received by both staff and families. Shannon Van Herzele and Holly Brown, the Literacy and Innovation Specialists, enjoyed meeting their community in person and seeing friendly faces again. Both noted that parents expressed gratitude for the ability to bring their children to a library program again, and many brought their babies for the first time. A mom and her child were noted to have completed a story walk four times because the child was so engaged with the program.

“I had folks in Ingersoll who used to come to toddler time with their children introduce me to babies that they had during the pandemic. They had not had the chance to participate in programs yet, and are looking forward to library storytimes once again.” – Shannon Van Herzele

Shannon also noted that she’s seeing many of the families from the park programs using the library more often, and engaging with our social media. Holly felt that seeing the families in person was a great way to share library information, and make valuable connections to new community members.

“Some parents started planning to come to the program together as a way to meet up and they hope to continue to meet up at library programming in the future. I also got to meet a few families that were new to the area and a few children had their first experience coming to a community program with us. I was so pleased to connect with some of the children I had only seen virtually on maker programs or Reading Buddies at Art in the Park.” – Holly Brown



We chose to promote the newly launched 1000 Books before Kindergarten program over the summer since the families attending Ox on the Run were ideal participants for the program. Many parents took home information and reading lists, and we monitored the registration numbers. As of November 1, we have 123 children participating in the program.

Overall staff were pleased with the response to Ox on the Run despite lower numbers than our pilot year. Challenges we faced were ensuring everyone's safety and social distancing from children, rare challenging interactions with parents who did not agree with the safety protocols, and relying on Oxford EarlyON's registration system. Library staff felt this sent the message to families it was an EarlyON program and not a partnership between both organizations. The focus on young children and their families created a barrier for library staff to offer Ox on the Run to children of all ages as they did not feel they could engage with us. Staff also observed that most of the families that attended Ox on the Run programs were already library users, and we did not create many new library cards.

OUTLOOK FOR 2022

Our hope for this project is to continue Ox on the Run again in 2022 with the ability to bring along technology, robotics, and craft supplies once again to offer a variety of activities for all ages. A return to fairs, markets, housing co-ops, and community events would be most impactful, but will depend on safety measures due to the Covid-19 pandemic. The original intent of Ox on the Run was to connect with people who might not otherwise use the library, and we'd like to shift back to this focus. We would welcome a continued partnership with Oxford Early and would commit to a smaller number of partnered storytimes in an effort to offer a range of activities to a wider demographic.

Having additional infrastructure, such as a dedicated outreach vehicle with computing devices and wifi, would appeal to older children and teens, and would give us the ability to demonstrate digital resources. A dedicated outreach vehicle with bright, recognizable branding would make us stand out in the community, and give parents piece of mind when their children approach us.

"I'm so excited to have a library card again!" – Ox on the Run attendee



THE NUMBERSA

- 4 OCL staff members worked Ox on the RunAA
- 45 stops made across the County (July–Sept)AA
- Kids reached – 256+ (July–Sept)AA
- Adults reached – 166+ (July–Sept)AA
- Card signups – 15 (July–Sept)AA
- 1000 Books Before Kindergarten programAA registrations – 123 (as of Nov 1)AA



COMMENTSAA

- Staff heard all summer long “it’s so nice to see theAA library out again!”AA
- “We’re so thankful for in-person programs again.”AA
- “This is the first program we’ve attended with our sonAA because he was born during the pandemic, andAA nothing has been available to us.”AA
- “Are the branches open for browsing yet?”AA
- A young boy proudly announced “I have a libraryAA card!”AA
- “We miss storytimes in the library, but this is great!”AA
- “I wish Books for Babies wasn’t virtual. I can’t waitAA until it’s in person again.”AA
- “I used to volunteer for Gail and I can’t wait to bringAA my own daughter to the library for storytimes.”AA
- “I’m so excited to have a library card again!”AA
- A mom said she might “become one of our groupies!”AA

2023 CAPITAL PLAN BUDGET
LIBRARY

	2022	2023						OTHER
DESCRIPTION	FORECAST	CAPITAL BUDGET	TAXATION	RESERVES	DC	GRANTS	DEBT	SOURCES
FLEET AND EQUIPMENT								
FLEET	-	15,000	-	15,000	-	-	-	-
EQUIPMENT	10,405	5,000	-	5,000	-	-	-	-
COMPUTER EQUIPMENT	29,570	24,000	20,000	4,000	-	-	-	-
TOTAL FLEET AND EQUIPMENT	39,975	44,000	20,000	24,000	-	-	-	-
BUILDINGS								
916040 OCL ING	228,000	5,250	-	5,250	-	-	-	-
916060 NORWICH LIBRARY	-	24,150	-	24,150	-	-	-	-
916110 THAMESFORD LIBRARY	36,000	-	-	-	-	-	-	-
916140 TILLSONBURG LIBRARY	25,725	-	-	-	-	-	-	-
TOTAL BUILDINGS	289,725	29,400	-	29,400	-	-	-	-
TOTAL CAPITAL	329,700	73,400	20,000	53,400	-	-	-	-

**RESERVE CONTINUITY REPORT
2023 BUDGET**

	2022 OPENING BALANCE	2022 FORECAST INTEREST	2022 FORECAST TO	2022 FORECAST FROM	2022 RESERVE REALIGNME	2022 FORECAST BALANCE	2023 BUDGET INTEREST	2023 BUDGET TO	2023 BUDGET FROM	2023 BUDGET BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
DEVELOPMENT CHARGES - LIBRARY	446,189	10,400	144,817	(187,450)	-	413,956	15,900	141,801	(157,160)	414,497	-	-
92600 R - LIBRARIES	1,153,451	-	280,456	(317,916)	-	1,115,991	-	-	(587,255)	528,736	243,000	(285,736)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - OCL - FACILITIES	654,719	13,014	100,000	(292,395)	-	475,338	19,987	117,000	(29,400)	582,925	1,250,000	667,075
GRAND TOTAL	2,294,825	23,414	525,273	(797,761)	-	2,045,751	35,887	258,801	(773,815)	1,566,624	1,493,000	381,339

**LONG TERM RESERVE CONTINUITY REPORT
2023 BUDGET**

	2022 OPENING BALANCE	2022 FORECAST CLOSING BALANCE	2023 BUDGET CLOSING BALANCE	2024 BUDGET CLOSING BALANCE	2025 BUDGET CLOSING BALANCE	2026 BUDGET CLOSING BALANCE	2027 BUDGET CLOSING BALANCE
DEVELOPMENT CHARGES - LIBRARY	446,189	413,956	414,497	504,753	602,637	708,674	823,296
92600 R - LIBRARIES	1,153,451	1,115,991	528,736	528,736	528,736	528,736	528,736
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - OCL - FACILITIES	654,719	475,338	582,925	494,371	630,028	784,697	811,391
GRAND TOTAL	2,294,825	2,045,751	1,566,624	1,568,326	1,801,867	2,062,573	2,203,889

To: Oxford County Library Board

From: CEO/Chief Librarian

Library Board Legacy Document

RECOMMENDATION

1. That the Library Board Legacy Document as attached to Report No. 2022-29 be approved.

REPORT HIGHLIGHTS

- The Library Board Legacy document is created at the end of each term to reflect on the accomplishments, challenges and recommendations for future mandates of the newly appointed Library Board.
- The final version of the Library Board Legacy document has been provided for approval based on the discussion from the previous meeting.

Implementation Points

Once approved, the Library Board Legacy document will be included in the Oxford County Library Board Orientation Manual as background information for incoming Library Board members.







Financial Impact

The adoption and approval of the Library Board Legacy document has no financial impact on the Library budget.

Communications

Once finalized, the Library Board Legacy document will be made available to Library Board members as part of the 2023 Library Board Orientation Manual. The Document will also be made available to the public on the Library Board section of the Oxford County Library website.

Strategic Plan (2020-2022)

					
<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS & ENGAGES</i>	<i>PERFORMS & DELIVERS</i>	<i>POSITIVE IMPACT</i>
				5.ii	

DISCUSSION

Background

Near the end of each term of the Oxford County Library Board, a Legacy Document is prepared to act as a guide and ensure continuity for the succeeding Library Board.

Comments

The major focus of the 2019-2022 Library Board has been the response and recovery from COVID-19. While this was an important part of the Board's focus over the last few years, it should not overshadow the other areas of work undertaken by the Library Board.

Attachment 1 to this report is the final version of the Legacy Document, with tracked changes. These changes represent minor adjustments to policy names as approved by the Board.

Attachment 2 to this report is the final version of the Legacy Document for signing by the members of the Library Board. Once approved, staff will gather electronic signatures for this document.

Conclusions

The intent of the Legacy Document is to help incoming Library Board members better understand the challenges and opportunities faced by the 2019-2022 Oxford County Library Board.

SIGNATURE

Departmental Approval:

Original signed by

Lisa Marie Williams
 CEO/Chief Librarian

Report No: 2022-29
CORPORATE SERVICES
Board Date: October 17, 2022

ATTACHMENTS

Attachment 1 – 2022 Oxford County Library Board Legacy Document with tracked changes
Attachment 2 – 2022 Oxford County Library Board Legacy Document Final

MEMORANDUM

To: The Oxford County Library Board 2023 - 2026

From: The Oxford County Library Board 2019 - 2022

CC: Lisa Marie Williams, CEO/Chief Librarian

Date: October 17, 2022

Re: Library Board Legacy Document 2022

All members of the 2019-2022 Library Board participated based on a fundamental belief in the value of public library service in the County of Oxford.

The 2023 Library Board will consist of 2 County Councilors and 5 citizen appointees. The County Council appointees are selected at the start of each Council term.

Achievements / Accomplishments

The outgoing Board had a very active four years. Chief accomplishments with that period include:

- Permanent elimination of Library Overdue Fines in 2019 to align with Oxford County's Zero Poverty Plan
- 2019 Mobile Outreach Pilot Project and ongoing funding for the **Ox on the Run** summer outreach service in 2021 and 2022
- Adoption of a COVID-19 Pandemic Recovery Plan
- Implementation of Library RFID Technology in 2021 and 2022.
- Receipt of a Canada Healthy Communities Grant for the Tillsonburg Outdoor Learning Classroom project
- Mini renovation of the Ingersoll Branch for the implementation of OCL's first Maker Space
- Recruitment of a new CEO/Chief Librarian in 2022
- Anticipated achievement of Provincial Accreditation for the Oxford County Library.
- Implementation of the following new or updated board [policies, plans and statements:](#)
 - Board Terms of Reference
 - Board Governance Policy Manual
 - Study Room / Public Meeting Room Policy
 - Accessibility in the Library Policy
 - Donations, Sponsorship and Fundraising Policy
 - Local History Policy



- Safety, Security and Emergencies Policy
- Library and Political Elections Policy
- Children and Teen Services Policy
- [Library Code of Conduct](#)
- Collection Development Policy
- Community Information Policy
- Membership and Circulation Policy
- Internet Access and Technology Policy
- Information ~~Services Policy~~ [and Readers' Advisory Policy](#)
- Programming and Outreach Policy
- Privacy ~~Policy~~ [and Access to Personal Information Policy](#)
- Indigenous Awareness and Reconciliation ~~Statement~~ [Policy](#)
- [Diversity and Inclusion Policy](#)
- [Oxford County Library Vision, Mission and Values Statement](#)
- Formal adoption of the following County of Oxford Policies:
 - Oxford County COVID-19 Workplace Vaccination Policy
 - Oxford County Personnel Management Policies
 - [Oxford County Policy Manual](#)
 - [Oxford County Electronic Monitoring Policy](#)

Challenges

The 2019-2022 Library Board faced and overcame a number of challenges, not including the COVID-19 Pandemic.

The Board saw several Board members leave after initial appointment in 2019. This created the opportunity to appoint new board members in early 2020. Though the new appointees were in place only a few months before the pandemic began, they were able to make considerable impact in their new roles.

In 2021 the Board looked deeply at Governance issues to determine the future of the library board. While no changes in governance were made, this review helped many board members better understand their role and also lead to discussions around the makeup of the board that will impact future boards.

In 2022 the Board faced the retirement of long time CEO/Chief Librarian Lisa Miettinen. This gave rise to the opportunity to search for a new candidate to take on the role.

The Board also saw the rise of anti-LGBTQ+ sentiment in the community that impacted the library's June 2022 Pride programming. The Board faced this challenge head on with a commitment to the 2SLGBTQIA+ community by releasing a video statement around the importance of diverse and inclusive programming.

The Pandemic, however, should be noted as the largest challenge faced by the Board. Everything from basic library services to Library Board and County Council meetings had to be rethought and redeveloped. Many library branches were closed to the public during the initial lockdowns while staff and the Library Board pivoted quickly to provide digital collections, programming and services.

Each individual community in Oxford County faced different challenges that impacted the library's ability to serve as safe and welcome spaces. Some communities saw a rise in mental health and housing issue; while others saw masking and public health non-compliance.

Recommendations for Future Mandate

The following recommendations should be noted for the 2023 Incoming Library Board:

- Undertaking a thorough Board Orientation process that includes:
 - Site Visits to all 14 Branches, Library Headquarters and of the Library Vehicles.
 - Training on Roberts Rules of Order to help citizen appointees acclimate to the Library Board Meeting environment.
 - Undertake New Board Orientation Training opportunities as available by Ontario Library Service and the Ontario Library Association.
- Retain the services of a consulting firm to assist in the creation of a Library Strategic Plan that will act as a guide for the Library Board and Administration.
- Development and Implementation of a Library Advocacy Plan for the Library Board and Senior Library Staff to better communicate Oxford County Library's role and importance in the community.

Congratulations on being appointed to the Oxford County Library Board and thank you for lending your skills and experience to this important community organization.

Sincerely,

Members of the 2022 Oxford County library Board:

Chair, Councillor Marcus Ryan (Zorra Township)

Vice-Chair, Councillor David Mayberry (Southwest Oxford Township)

Warden Larry Martin (Norwich Township)

Councillor Don McKay (East Zorra Tavistock Township)

Julie Harris

Laura Langford

Regina Smith

MEMORANDUM

To: The Oxford County Library Board 2023 - 2026

From: The Oxford County Library Board 2019 - 2022

CC: Lisa Marie Williams, CEO/Chief Librarian

Date: October 17, 2022

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Warden Larry Martin (Norwich Township)

Councillor Don McKay (East Zorra Tavistock Township)

Julie Harris

Laura Langford

Regina Smith

To: Oxford County Library Board

From: CEO/Chief Librarian

Library Mission, Vision and Values Statement

RECOMMENDATION

1. That the Library Board approve the revised and updated *Mission, Vision and Values Statement*, as attached to Report No. 2022-30.

REPORT HIGHLIGHTS

- The revised Mission, Vision and Values Statement attempts to stay true to the language previously used with an updated eye.
- Should a library specific strategic plan be implemented in the near future, the mission, vision and values will likely be further updated and/or changed to meet new and future needs.

Implementation Points

The revised and updated *Mission, Vision and Values Statement* will be distributed to staff, once approved. Library Leadership will also use the statement in hiring and onboarding of new staff, training of current staff, and in future planning and delivery of services.







Financial Impact

There is no financial impact beyond what has already been approved in the current year's operating budget.

Communications

Pursuant to Board approval, the revised and updated *Mission, Vision and Values Statement* will be posted on the Library website and included in reports, policies and other publications where appropriate.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT

				5.ii.	
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DISCUSSION

Background

As part of the May 26, 2008 meeting, the Library Board adopted the *2008-2012 Strategic Plan* in as attached to Report No. 2008-009, Attachment 3. Included in that strategic plan was the library's vision statement:

“Our libraries are a focal point of our communities with strong connections to community services, local business and residents. Our facilities are vibrant, welcoming and accessible meeting places where community members of all ages come together to learn, grow, exchange ideas, and enrich their lives. Our libraries offer multifaceted and relevant collections; innovative technologies; and, through skilled and committed staff members, actively engaged communities, governments and other partners, provide programs and services that “make a difference”. The library system contributes to the cultural, educational, social, and economic vitality of the County.”

The vision statement has not been changed or updated since that time, and no mission statement has ever been adopted by the Library Board to the best of staff's knowledge.

At the December 12, 2016 meeting, the Library Board adopted the current library tag line, “connect. discover. share. become.” as part of Report No. 2016-32, Attachment 4. This tagline, has become a focal point of library services over the past six years and has stood in as a vision for the library.

The library's current *Values Statement*, Attachment 2, was adopted in its current form as part of the October 3, 2016 meeting. At that time, they underwent minor changes from the 2010 meeting in which they were adopted as part of a library succession planning progress report.

Updates to the library's *Mission, Vision and Values Statement* is required by the Ontario Public Library Guidelines Council as part of the mandatory planning documentation requirements needed for re-accreditation.

Comments

When looking to modernize the library's mission and vision statements, staff first looked to define a mission statement versus a vision statement. Mission statements are generally focused in the present with an eye to what the organization does and what it needs to achieve in the short term. Vision statements, however, are focused on the future and look to target what the organization wants to become. Both mission and vision statements have become known as short and targeted messages that should be easy to remember. Mission statements are usually kept to 3 sentences or less, while vision statements may be even shorter for quick impact meant to inspire.

With this information in mind, library staff discussed the vision statement as part of the June 2022 Staff Development Day. Led by the Chief Librarian, staff took part in a visioning exercise. The results of which led back to the library's current tagline “connect.discover.share.become.”

Report No: 2022-30
CORPORATE SERVICES
Board Date: October 17, 2022

Through discussion the statement, as included in Attachment 1, was refined to become a vision statement.

Separate from the visioning exercise, senior library staff looked to shorten the library's current vision statement to become a new mission statement. The results of that work is a single sentence that cuts to the heart of the original vision statement adopted in 2008.

Once the work on the library's mission and vision were completed, senior library staff worked to modernize the library values. To do this, staff added value words as is now the common practice, to the short sentences, and longer paragraphs that have traditionally been part of the library's value statement. Staff also made some small adjustments to the language within the values statements.

Conclusions

The revised and updated *Mission, Vision and Values Statement* will help staff, customers and stakeholders better understand the current values and work of the Oxford County Library, with an eye to the future of library services.

SIGNATURE

Departmental Approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

- Attachment 1: Mission, Vision and Values Statement, 2022
- Attachment 2: Oxford County Library Values Statement, 2016
- Attachment 3: Report No. 2008-009, Strategic Plan 2008-2012
- Attachment 4: Report No. 2016-32, Library Branding
- Attachment 5: Report No. 2016-21, Board Review of Values Statement

Mission, Vision and Values

Mission

To be a focal point of our communities by providing welcoming and inclusive spaces that enrich the lives of those we serve through relevant and up-to-date collections, innovative technologies, and programs and services designed to “make a difference.”

Vision

A place to connect, discover, share and become.

Values

1. **Service Excellence – We will provide excellent service in a welcoming environment.**

Customer service is our top priority. We will treat all customers equitably and fairly, and our services and facilities will be inclusive, ensuring accessibility for all. We will strive to provide a personal touch.

2. **Responsiveness – We will be responsive to the community needs.**

The community is the reason we exist. We will continually assess community needs in relation to our services, and keep them front and centre in annual planning exercises. We will actively engage the community.

3. **Lifelong learning – We will encourage and support lifelong learning.**

The library will strive to provide the resources required to bring the world of information and learning to residents of Oxford County. Within the limits of the acquisitions budget and in accordance with the Collection Development Policy, we will entertain customer requests for specific materials.

4. **Inclusiveness – We will value individual needs, experiences and differences.**

The library strives to remove barriers to access, including both physical and attitudinal barriers. Our customers deserve to be treated fairly, without judgment, without prejudice, and we will be respectful of their right to privacy.

5. **Innovation and Tradition – We will value tradition and pursue innovation.**

Library services are constantly evolving and our customers need the library to maintain a position on the leading edge of new technologies and services. Library staff need to be trained and comfortable with navigating new and emerging technologies in order to facilitate access to information.

At the same time, the communities we serve are each unique and many of our customers place great value on traditional library services.



With both Innovation and Tradition in mind, we will maintain the library as “place,” continuing to value personal connections, individualized services, and the blending of the traditional library services with new services and technologies.

6. Continuous Improvement – We will continuously build and foster a skilled and knowledgeable staff.

While our customers are the reason we exist, our staff, both paid and volunteer, are our best resource. We will assess our staff’s training and development needs and provide that either in-house or using external resources. We will encourage staff to pursue additional training and will strive to offer mentoring opportunities as well as cross-training opportunities within the library system. We will base our training and skills assessment on competencies and provide staff with ongoing performance evaluation and input.

7. Intellectual Freedom – We value intellectual freedom in an atmosphere of tolerance and respect.

We will work to facilitate freedom of expression and the free exchange of information and ideas as expected in a democratic society, and respecting the individual’s right to privacy.

The Oxford County Library Board has adopted the Canadian Federation of Library Associations’ *Statement on Intellectual Freedom and Libraries* (2019) and the Ontario Library Association’s *Statement on Intellectual Freedom and the Intellectual Rights of the Individual* (2020).



Oxford County Library Values Statement

1. We will provide excellent service in a welcoming environment.

Customer service is our top priority. We will treat all customers equitably and fairly, and our services and facilities will be inclusive, ensuring accessibility for all. We will strive to provide a personal touch.

2. We will be responsive to community needs.

The community is the reason we exist. We will continually assess community needs in relation to our services, and keep them front and centre in annual planning exercises. We will actively engage the community.

3. We will encourage and support lifelong learning.

The library is there for the individual throughout his or her lifetime. Through early literacy programming, family programming, juvenile and young adult collections and programs, parenting resources, adult literacy resources, popular reading collections and comprehensive non-fiction resources either electronic or in print, we will strive to provide the resources required to bring the world of information to residents of Oxford County. Within the limits of the acquisitions budget and in accordance with the Collection Policy, we will entertain customer requests for specific materials.

4. We will value individual needs, experiences, and differences in a non-partisan, non-judgmental manner.

The public library is an inclusive, non-partisan institution and strives to remove barriers to access, including both physical and attitudinal barriers. Our customers deserve to be treated fairly, without judgment, without prejudice, and we will be respectful of their right to privacy.

5. We will value tradition and pursue innovation.

Library services, human communications and the nature of the printed word are constantly evolving, and our customers need us to maintain a position on the leading edge of new technologies and services. We need to be able to assist our customers with navigating new technologies in order to facilitate access to information. Our communities are unique, and

many of our customers place great value on traditional library service. We will maintain the library as “place”, continuing to value personal connections, individual service and the role of the community library as community space. As much as is possible, given the space limitations of our smaller branches, we will work to ensure that customers requiring a quiet place to read or study can do so, while accommodating customers needing a place to work together.

6. We will continuously build and foster a skilled and knowledgeable staff.

While our customers are the reason we exist, our staff, both paid and volunteer, are our best resource. We will assess our staff’s training and development needs and provide that either in-house or using external resources. We will encourage staff to pursue additional training and will strive to offer mentoring opportunities as well as cross-training opportunities within the library system. We will base our training and skills assessment on competencies and provide staff with ongoing performance evaluation and input.

7. We value intellectual freedom in an atmosphere of tolerance and respect.

The Oxford County Library Board has adopted the Canadian Library Association Statement on Intellectual Freedom and the Ontario Library Association Statement on the Intellectual Rights of the Individual.

This Values Statement was reviewed and revised by the Library Board in October, 2016.



Report No: 2008-009
CORPORATE SERVICES
Board Date: May 26, 2008

To: Oxford County Library Board
FROM: L. Miettinen, CEO/Chief Librarian
SUBJECT: **Strategic Plan 2008-2012**

RECOMMENDATION:

THAT Oxford County Library Board adopt the Strategic Plan, May 2008, as submitted by dmA Planning & Management Services, and attached to Report No. 2008-009.

PURPOSE:

To formally adopt the Strategic Plan as prepared by the Board and facilitated by dmA Planning & Management Services.

BACKGROUND:

The Board entered into a contract with Jim Morgenstern of dmA Planning & Management Services to facilitate a Strategic Planning exercise. The Strategic Plan document was presented to the Board at a workshop held on April 30, 2008.

Mr. Morgenstern submitted a final version of the Strategic Plan document on May 6, 2008, having incorporated the amendments requested at the April 30 Board workshop.

COMMENTARY:

Mr. Morgenstern has confirmed that the work plan of the Strategic Planning process did include a presentation to Council and/or staff. If the Board and staff feel that this would be useful, he would be pleased to schedule a day to make a final presentation.

Once adopted, the Strategic Plan document will be made publicly available.

Lisa Miettinen
CEO/Chief Librarian



Oxford County Library

Strategic Plan

May 2008



dma Planning & Management Services

3044 Bloor Street West, Suite 315, Toronto, ON • M8X 2Y8

(p) 905.275.4458 • (e) jmorgenstern@dmaconsulting.com • (w)

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Appendix A: Strategic Plan Committee Members

Appendix B: Strategic Planning Process

Appendix C: SWOT Analysis

Appendix D: Committee Input to the Vision Statement

INTRODUCTION

The Oxford County Library (OCL) Strategic Plan outlines key service objectives and priorities for the period 2008-2012. The Strategic Plan responds to the major challenges facing the OCL and the community by positioning the Library as:

- A Focal Point in the Community
- With Welcoming, Accessible Facilities
- Providing Relevant, Quality Services
- Serving Actively Engaged Communities
- To “Make A Difference” and a Valued Contribution

The Strategic Plan initiatives adopted for 2008-2012 will help the Library succeed in meeting its objectives for improved and enhanced library service. The Strategic Plan articulates a Vision, Goals, Strategic Directions, and Action Plans developed during three workshops with OCL staff and Board members. Mr. Jim Morgenstern of dmA Planning and Management Services acted as the facilitator and Barb Adderley of dmA recorded workshop proceedings and summarized findings. The Strategic Planning Process and the input of the Committee is summarized in the Appendices.

VISION

Our libraries are a focal point of our communities with strong connections to community services, local business and residents. Our facilities are vibrant, welcoming, and accessible meeting places where community members of all ages come together to learn, grow, exchange ideas, and enrich their lives. Our libraries offer multifaceted and relevant collections; innovative technologies; and, through skilled and committed staff members, actively engaged communities, governments and other partners, provide programs and services that “make a difference”. The library system contributes to the cultural, educational, social, and economic vitality of the County.

GOALS, STRATEGIC DIRECTIONS, AND ACTION PLANS

GOALS

The Strategic Plan's six Goals describe the major initiatives OCL will pursue in the next five years to achieve the Vision.

Facilities:

To provide high quality, attractive and accessible facilities that serve as a focal point for our communities and a gathering place for people and community organizations.

Services:

To provide access to relevant collections, innovative technologies, information services, and programs that meet their diverse needs and expectations for recreation, education, business, and personal enrichment.

Human Resources:

To enhance the delivery of library service with a skilled work force and an actively engaged community.

Evaluation and Long Range Planning:

To ensure that the Oxford County Library remains relevant to the changing needs and interests of the communities it serves.

Marketing and Promotion:

To ensure residents and community leaders are aware of the Library and its services and understand its importance and value to the community.

Funding:

To ensure sustainable and secure funding for the Library through advocacy, the development of partnerships and exploration of alternative funding mechanisms.

STRATEGIC DIRECTIONS AND ACTION PLANS

Strategic Directions are directly related to and rooted in the Goals, but provide more specific statements of how the Library intends to realize each Goal. Strategic directions identify the key components of each Goal or the distinct initiatives that must be addressed to fulfill the Goal.

Action Plans are the key initiatives that should be undertaken to fulfill each Strategic Direction. These initiatives have been identified at a broad scale, to clearly outline a course of action related to each direction. They do not identify an operational plan with day-to-day tasks, timetables and resource requirements. This level of detail will be reflected in annual operational plans that will be prepared by staff to complement the Strategic Plan. Further, the Action Plans focus on the most important initiatives – and particularly those that may signal a change from past practices or a new approach to doing business. It is understood that action plans will be incorporated in the annual business planning process of the Library, where detailed schedules and resource requirements would be outlined.

On the pages that follow, each goal is described and linked to its corresponding Strategic Directions and Action Plans. Each Action Plan has also been assigned a level of priority, based on the following schedule:

Short (S) - to be acted upon immediately and fully implemented in 1-2 years.

Medium (M) - to be initiated as soon as possible but within the next two years and implemented within the five-year time frame of the Strategic Plan.

Long (L) - to be acted upon as time and resources permit, but within the next 3-5 years. These initiatives may not be fully implemented within the five-year time frame of the Strategic Plan.

FACILITIES

To provide high quality, attractive and accessible facilities that serve as a focal point for our communities and a gathering place for people and community organizations.

Discussion: This Library prepared an Operational Review and a Library Facility Planning Study prior to the Strategic Plan. The Facility Planning Study is a long-term strategy for the future development and improvement of library facilities in Oxford County. The two strategic directions associated with the Facilities Goal support implementation of the recommendations in the earlier study.

The first strategic direction will clarify and pursue facility replacement, improvements, and upgrades consistent with the Facility Planning Study and the Strategic Plan Goals and Vision. The future of each branch will be addressed and long range plans confirmed to achieve the Vision of facilities that are accessible, welcoming, focal points and meeting places.

The second strategic direction addresses roles and responsibilities for facility development. Current funding procedures are not consistent and the roles that the community should play in facility renewal have not been identified. These actions will support the OCL's ongoing efforts to renew library facilities.

STRATEGIC DIRECTIONS AND ACTION PLANS

Strategic Directions	Action Plans	Priority
F1: Develop a strategy to address facility limitations and identify opportunities for renewal, enhancement, and redevelopment, as warranted.	F1.1 Implement the actions and recommendations outlined in the Facility Plan for the Tavistock Branch.	S
	F1.2 Develop facility-related standards for each level of library in the OCL facility model based on best practices, relevant standards and guidelines, and the experience of other Libraries.	S
	F1.3 Evaluate existing facilities based on recommended standards, and prioritize improvements based on agreed upon criteria. Undertake facility improvements as required	S
	F1.4 Develop a Small Library Policy as recommended in the Facility Plan.	S
	F1.5 Develop and implement an ongoing process for monitoring facilities against recommended standards.	M-Ongoing
	F1.6 Develop and implement a community engagement strategy and communications plan to encourage the community to participate in library facility improvements.	M-Ongoing

STRATEGIC DIRECTIONS AND ACTION PLANS, CONT.

Strategic Directions	Action Plans	Priority
<p>F2. Confirm requirements for County and local municipal government and community involvement in the facility enhancement strategy.</p>	<p>F2.1 Library Board to develop a proposal describing a facility improvement/development funding model and soliciting input from local municipalities concerning an appropriate approach for cost sharing and funding facility development and improvement.</p> <p>F2.2 Adopt a policy based on a preferred model for funding new facility development and improvements that outlines local municipality and County responsibilities.</p>	<p>S</p> <p>M</p>

SERVICES

To provide access to relevant collections, innovative technologies, information services, and programs that meet the diverse needs and expectations for recreation, education, business, and personal enrichment.

Discussion: This goal broadly addresses all Library services but focuses on a number of key areas where service enhancements are seen as priorities. Strategic directions, and associated action plans, have been identified for the collection; technology; information services; and programs

The action plans in each of these areas will contribute to new or expanded services that better meet the needs of the community. These service improvements will allow the OCL to better serve existing users and to attract non-users. They are developments that are consistent with library trends and best practices and necessary to achieve the OCL's Vision where libraries contribute to the cultural, educational, social and economic vitality of communities and thereby "make a difference".

STRATEGIC DIRECTIONS AND ACTION PLANS

Strategic Directions	Action Plans	Priority
S1. Investigate opportunities to improve and enhance the Library's collection.	S1.1 Undertake best practices research with leading libraries to identify opportunities to improve the collections of the OCL.	S
	S1.2 Develop and initiate research activities to understand OCL's various market segments and their unique Library needs and interests.	S—Ongoing
	S1.3 Implement improvements or enhancements to the collection to better serve priority audiences.	M—Ongoing
	S1.4 Update and improve library displays so that the collection can be highlighted and promoted to the community	S
	S1.5 Investigate mechanisms whereby the community and community sponsors could contribute to an improved and expanded collections.	S

STRATEGIC DIRECTIONS AND ACTION PLANS, CONT.		
Strategic Directions	Action Plans	Priority
S2. Make better use of technology in the delivery of Library services.	S2.1 Undertake best practices research in the library and business sectors to identify opportunities to improve or enhance the use of technology and address current deficiencies. Develop a plan to address deficiencies and implement improvements.	S—ongoing
	S2.2 Empower staff to embrace new/improved technologies through training and development opportunities.	S—ongoing
	S2.3 Investigate opportunities to improve the Library Website to better serve Library audiences. Address deficiencies and implement improvements.	M—Ongoing
	S2.4 Explore opportunities to introduce social marketing tools through better use of technology (e.g. blogs, on-line chat rooms, etc.).	M
	S2.5 Investigate opportunities to improve ease of access to electronic databases and downloadable audio books.	M
S3. Expand the Library's capacity and role for information services.	S3.1 Establish a process and implement procedures for ensuring the Library's Website is kept up-to-date.	S
	S3.2 Investigate opportunities to partner with other service providers (schools, industry, business, govt. etc.) to improve access to information from these sources.	M
	S3.3 Investigate opportunities to strengthen the role of Library as a service point by providing other Government services through kiosks in the Library.	L
	S3.4 Explore opportunities to enhance or improve electronic services available via the Library Website 24/7.	S
	S3.5 Investigate opportunities to better promote information services at Library facilities (bulletin boards, display areas, etc.).	S

STRATEGIC DIRECTIONS AND ACTION PLANS, CONT.

Strategic Directions	Action Plans	Priority
<p>S4. Increase the number and type of programs available from the Library.</p>	<p>S4.1 Based on research conducted to better understand OCL's various market segments and their unique needs and interests, identify opportunities to improve program offerings to meet those needs.</p>	<p>S</p>
	<p>S4.2 Investigate partnerships with other County agencies to provide programs in the Library and reduce duplication of services.</p>	<p>M</p>
	<p>S4.3 Establish protocols for and recruit program providers with a good "fit" for the Library.</p>	<p>M</p>
	<p>S4.4 Investigate an appropriate staffing model for programming within OCL to ensure staff with programming abilities and interest are used to their best advantage</p>	<p>M</p>
	<p>S4.5 Develop and implement program evaluation procedures and standards to ensure program quality and continued ability to meet identified needs and priorities.</p>	<p>M</p>
	<p>S4.6 Develop and implement community engagement procedures to augment program offerings with volunteers.</p>	<p>M</p>

HUMAN RESOURCES

To enhance the delivery of library service with a skilled work force and an actively engaged community.

Discussion: The future of the OCL depends on the skill and commitment of residents, Board members and staff who support, manage and deliver library services. The Strategic Plan, therefore, includes action plans to ensure appropriate human resources are always available to the Library.

Three Strategic Directions support this Goal. The first deals with the role of the community in supporting the library. Community engagement is broadly defined and might include volunteers working in the library; program partnerships; fund-raising; and advocacy and support. This strategy will maximize the community's engagement with their libraries. The second Strategic Direction deals directly with the ongoing renewal and professional development of OCL staff and Board members. These action plans ensure the community is served by well-trained and fully skilled staff. The third Strategic Direction addresses the ongoing recruitment and deployment of staff among branches and within the OCL. These action plans ensure appropriate staff are available at all times, now and in the future, and are used in the most effective manner to provide the highest quality library service.

STRATEGIC DIRECTIONS AND ACTION PLANS

Strategic Directions	Action Plans	Priority
HR1. Ensure appropriate training and professional development activities are available for staff and Board members.	HR1.1 Prepare career development strategies for staff to include, as warranted, enhanced professional development and training as well as opportunities such as mentoring, job rotation and coaching.	S
	HR1.2 Board to identify areas of interest for training or skill development to enhance their governance responsibilities.	S
	HR1.3 Develop an inventory of staff skills and interests and assess against career development strategies to ensure continuous staff improvement and development.	S
	HR1.4 Develop a process for providing staff development days utilizing existing staff strengths and areas of interest as well as outside specialists.	M
	HR1.5 Develop web-conferencing capabilities to allow information exchange and training opportunities between branch library staff.	S

STRATEGIC DIRECTIONS AND ACTION PLANS, CONT.

Strategic Directions	Action Plans	Priority
HR2. Develop a staffing model for all levels of libraries in the OCL system describing allocation, recruitment, advancement and succession planning.	HR2.1 Develop a staffing model that identifies core competencies and required skills, recruitment procedures, advancement plans for each position, and staff resource requirements for all levels of libraries within the OCL system.	M
	HR2.2 Review approach to allocating staff relative to community use and demand for library services and ensure staff are deployed in a manner consistent with demand.	M
	HR2.3 Investigate opportunities to employ existing staff in other positions throughout the Library system or in other branches, as training and mentoring opportunities and to facilitate succession planning.	M
HR3. Prepare a community engagement strategy.	HR3.1 Identify key community and business leaders with experience and knowledge or ability to act as library champions. Develop a strategy to more effectively involve the community in broader range of library functions, including program support; governance and fund-raising, and other service areas.	M
	HR3.2 Identify Library activities and tasks that could be supported by volunteers and develop and implement an improved process for volunteer recruitment and recognition.	M

EVALUATION AND LONG RANGE PLANNING

To ensure that the Oxford County Library remains relevant to the changing needs and interests of the communities it serves.

Discussion: The OCL is committed to ongoing evaluation and future planning. The environment within which libraries provide service in Ontario is rapidly changing and improvements and innovations are introduced on a regular basis. In addition, Oxford County will experience social, cultural and economic changes that will have an impact on library services. The OCL has recently prepared a number of planning studies and will regularly update recent plans and undertake additional research to remain in touch with community needs, best practices and service trends.

This commitment is reflected in two Strategic Directions. The first deals with the OCL's research activities and the second addresses ongoing service evaluation and planning. The action plans describe the initiatives that will be undertaken in each of these areas to fulfill the Strategic Plan's goal for long range planning and evaluation.

STRATEGIC DIRECTIONS AND ACTION PLANS

Strategic Directions	Action Plans	Priority
E1. Regularly conduct research both in the local community and beyond to investigate needs and opportunities associated with library services.	E1.1 Commit resources to ongoing research activities that identify best practices for library service, community needs and interests and satisfaction with library services.	S
	E1.2 Investigate opportunities to make better use of available library research tools (LIBSSAT and LIBPAS).	S
	E1.3 Make better use of the Website to investigate community opinions, needs and perceptions of the Library.	M
	E1.4 Investigate the feasibility of using focus groups sessions with representative sectors of the community (with particular emphasis on teens) to provide input on key areas of service.	M
	E1.5 Investigate opportunities to form positive working relationships with target group leaders and champions to improve service delivery.	L

STRATEGIC DIRECTIONS AND ACTION PLANS, CONT.		
Strategic Directions	Action Plans	Priority
E2. Adopt approaches for the ongoing evaluation of library services and for updating Library plans and strategies.	E2.1 Identify and implement procedures for ensuring Action Steps are linked to annual business planning process.	S
	E2.2 Conduct an annual Strategic Plan Review to record progress and identify barriers to implementation.	S
	E2.3 Adopt procedures to ensure the Board regularly reviews planning documents as required.	S
	E2.4 Identify simple performance measures and protocols for tracking and reviewing Library performance (e.g. relative to circulation, membership, program participation, etc.)	M
	E2.5 Commit resources to ongoing evaluation of Library services.	S

MARKETING AND PROMOTION

To ensure residents and community leaders are aware of the Library and its services and understand its importance and value to the community.

Discussion: Marketing of OCL services and promotion of the Library and library services are captured in this Goal. The community's awareness of the Library has been identified as an issue, particularly with respect to attracting new users. The first Strategic Direction will address this concern with actions designed to better inform the community and increase their awareness of library facilities, services and programs.

The second Strategic Direction is focused on the Library's contribution to the community. In addition to acquainting the community with OCL services, it is important that residents, local business, other service providers and decision-makers understand the important role the Library plays in Oxford County. These action plans will ensure the Library's contribution is documented and effectively communicated in a manner that will enhance support for the OCL.

STRATEGIC DIRECTIONS AND ACTION PLANS

Strategic Directions	Action Plans	Priority
MP1. Develop a marketing plan to improve awareness of the Library and the services it offers.	MP1.1 Research best practices and develop a marketing plan and communications strategy for library services. The marketing plan should address: Library products and services, with an emphasis on those that are new or may not be well understood by the community; the methods that will be used to disseminate information; and target audiences and the best methods to reach various audiences.	S
	MP1.2 As part of the marketing plan, investigate successful means to engage target or priority audiences (i.e., poster or bookmark contests with school age children) and form positive working relationships with target group leaders and champions.	M
	MP1.3 Improve marketing and communication, using new or existing methods, on the full range of available library services and particularly those that are new or may be poorly understood by the community.	S
	MP1.4 Review the effectiveness of current communication methods and explore new vehicles that may be more effective in reaching OCL's many audiences.	S
	MP1.5 Investigate other opportunities to use local media, as well as free and widely available options for marketing library services.	M

STRATEGIC DIRECTIONS AND ACTION PLANS, CONT.

Strategic Directions	Action Plans	Priority
<p>MP1. cont.</p>	<p>MP1.6 As part of the marketing plan, identify resource requirements and incorporate in annual budgets.</p>	<p>M</p>
	<p>MP1.7 Develop a Library Logo and a Library Branding Statement that encapsulates and condenses the Strategic Plan Vision and can be used on all marketing and promotional pieces.</p>	<p>M</p>
	<p>MP1.8 Implement the recommendations in the Facility Plan with respect to improved signage.</p>	<p>M</p>
<p>MP2. Develop an advocacy and promotion program for the Library.</p>	<p>MP2.1 Collect and share with appropriate audiences testimonials and other statements from the community indicating the contribution that the Library makes to their lives.</p>	<p>S</p>
<p>MP2.2 Identify performance measures to monitor the Library's social and economic contribution to the community and share these with community leaders and decision-makers.</p>	<p>M</p>	
<p>MP2.3 Identify and implement a wide range of procedures for communicating the Library's accomplishments to political leaders, various community interests (such as the business community) and the general public.</p>	<p>S</p>	
<p>MP2.4 Explore opportunities to promote the Library through partnerships in the local community.</p>	<p>M</p>	
<p>MP2.5 Explore opportunities to promote the Library in conjunction with other Libraries in the County.</p>	<p>S</p>	

FUNDING

To ensure sustainable and secure funding for the Library through advocacy, the development of partnerships and exploration of alternative funding mechanisms.

Discussion: The resources required to provide quality library services are addressed in the funding Goal. The Strategic Directions strive to enhance the resources available to the OCL through action plans focused on alternative sources of funding and partnerships that contribute to cost sharing or joint program and service provisions.

STRATEGIC DIRECTIONS AND ACTION PLANS

Strategic Directions	Action Plans	Priority
FD1. Explore the full range of financing and funding approaches available to the Library.	FD1.1 Investigate best practices and alternative funding approaches successfully adopted by other Libraries.	M
	FD1.2 Explore opportunities to expand existing and develop new sources of self generated revenue.	M
	FD1.3 Develop an OCL Fundraising Strategy that considers and incorporates opportunities for donations, sponsorships and self-generated revenue.	M
	FD1.4 Commit resources to continually exploring grant opportunities but only after determining service and ensuring grants are targeted to the most relevant OCL initiatives and initiatives that can be sustained if funding from external sources is lost in the future.	S
FD2. Explore and evaluate partnership opportunities	FD2.1 Investigate partnerships that will bring new resources to the OCL and contribute to enhanced library services.	S
	FD2.2 Review opportunities to partner with Tillsonburg and Woodstock Libraries regarding opportunities for shared service delivery, joint purchasing or marketing, etc.	S
	FD2.3 Investigate potential partner opportunities with local community businesses and tailor partnership proposals to key initiatives.	M



Appendix A: Strategic Plan Committee Members



Strategic Plan Committee Members:

Library Board

Don McKay (Chair)
Margaret Lupton
Paul Holbrough
Donald Doan
Mike Hennessy
Sharon McDonald
Sherrill Calder

OCL and County Staff:

Lisa Miettinen	CEO/Chief Librarian
Cristina McLaren	Branch Services Librarian
Rosemary Lewis	Ingersoll Librarian
Lynn Buchner	Director of Corporate Services, County of Oxford

Consultants:

Jim Morgenstern and Barb Adderley, dmA Planning & Management Services

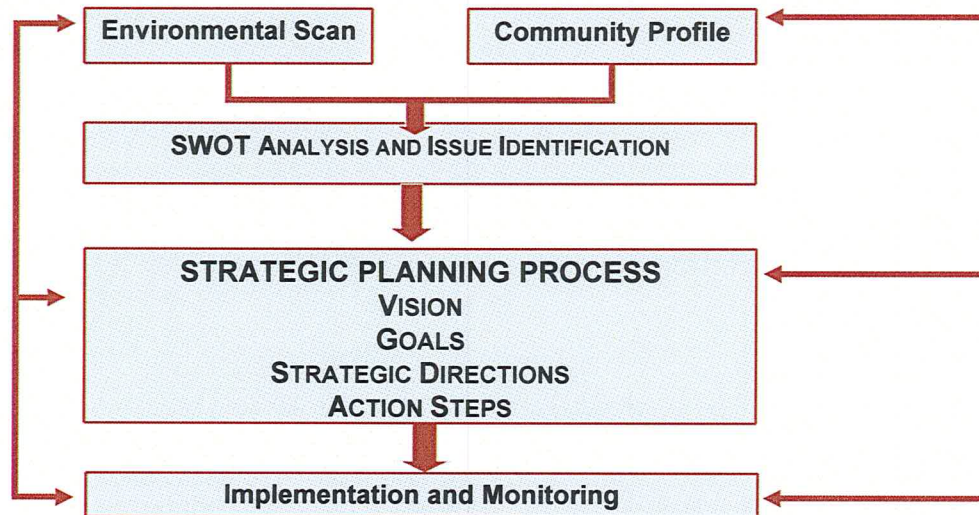


Appendix B: Strategic Planning Process



The Strategic Planning Process

The following figure briefly outlines the process used to develop the Strategic Plan.



In previous planning studies for the OCL, the consultant compiled and updated a socio-economic profile of the community, compiled key indicators of current library service, and researched trends and best practices relevant to the Library. This information was used to inform the strategic planning process.

OCL staff and Board members considered the Environmental Scan and Community Profile when analysing the strengths, weaknesses, opportunities and threats (SWOT) associated with OCL's Library Services during the first of three facilitated workshops. The SWOT analysis is summarized in Appendix C.

The Vision, Goals and Action Plans were developed by the Strategic Planning Committee in two workshops facilitated by the consultants. Committee member input to the Vision is summarized in Appendix D.



Appendix C: SWOT Analysis



Part One: SWOT (Strengths, Weaknesses, Opportunities, Threats)

Committee members were asked to identify the **strengths** that the Strategic Plan should build on; the **weaknesses** that must be overcome; the **opportunities** to take advantage of and the **threats** that must be addressed to ensure Library services continue to meet needs. Committee input to the SWOT is summarized below:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Good staff • 13 branches • Sufficient, stable funding to support current operations • Libraries are seen as a cornerstone of their communities • Use of past and present technologies • Forward thinking Board • Stable customer base who are generally satisfied with services provided • Child-focussed and child friendly – good programming and resources for children • Responsive to community needs • Decentralized system, results in improved access and reduced travel time • Community focussed, “hub” of the community • Good relationship with Libraries outside of the County system • One-on-one customer service within rural libraries • Some good facilities • Growing range of services provided, strong service focus • Large collection base, responsive to a diverse range of interests • Libraries as a focal point, meeting place, community centre, “hub” or “spoke” on service spectrum • One of few remaining gathering places in small rural centres • Customers with modest expectations looking for a basic level of Library services • Staff are forward thinking and proactive • Positive alliance with County and other County services 	<ul style="list-style-type: none"> • Public awareness of services could be strengthened • Lack of information regarding non users and potential new users • Some lack of political will to accept change and in making changes to the status quo of the Library system • No alternative sources of funding, could be an issue in the future • Absence of a full County-wide system of Libraries, may be an issue if there is increased competition for funding • Customer confusion over non-County libraries in municipalities geographically within County boundaries • Lack of facility space in some smaller libraries • Customers desire improved collections • Limited linkages and collaboration with School Boards and other education providers regarding resource sharing and future planning • Library has limited understanding of the needs of the increasing number of homeschooled children and youth in the community • Most facilities are utilitarian and there is a lack of welcoming/inviting space within the existing system of facilities • Many accessibility issues with existing facilities • Lack of adult and senior-focused programming – will require more as this segment of the population grows • Limited marketing and advertising to both existing users and non-users • Large number of branches results in operating inefficiencies, which equates to reduced hours of operation, fewer programs, “thinner” collections in each library, and other compromises to services the Library can provide • Urban libraries are more competitive and may be drawing users away from rural libraries • Some rural facilities considered to be in fair to poor physical condition • Because of decentralized system, staffing levels are lower in rural branches than in urban libraries • The 1 branch =1 staff model may result in a sense of “ownership” and a resistance to change the status quo at rural libraries • Limited public involvement in re-tooling the Library system • Lack of willingness to get the public involved

STRENGTHS, CONT.	WEAKNESSES, CONT.
	<ul style="list-style-type: none"> • Low expectations of current users may be a weakness since this may impede efforts to move forward and improve the system • Lack of application of the "business model" in planning for Library services, lack of bonuses for innovation or incentives to change status quo or improve the "business case" for Library services • Reliance on County for many services, including IT, Public Works, etc., but no control over decisions related to these services or related interdepartmental charges • A gap in services for youth in present Library system. Concerned that if youth are not current customers, they may not feel services are relevant to them in the future as they mature and raise families • Competition in the marketplace for all types of information and leisure time entertainment • Negative public perception post-closure of some branches • Challenged with the rapid pace of technological change and how to balance high costs associated with emerging technologies with the value of improved service to customers

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Rising education levels and population growth will result in growing market for Library services. Opportunity to increase market share • Library as community centre when other rural services may be in decline • Opportunity to improve services by increasing hours of operation and implementing other efficiency changes to operations • May be an opportunity to partner with Educational providers, Industry and other service providers, but many challenges to achieving this • Opportunity to make incremental improvements to marketing Library services to schools and homeschoolers • There will be a growing segment of the community who cannot afford to pay for services and for whom the free access to information provided by the Library will be increasingly important. Library will serve other social needs at a time when other services are being reduced in small communities • Opportunity for the Library to encourage growth of the knowledge sector of the economy throughout the County • Opportunity to explore corporate sponsorships • Increasing ethnic diversity in the community may represent new markets for the Library • Opportunity to support the change in focus from agriculture to industry-based sectors of the economy and to support growth of the knowledge-based sector • Growth in tourism and cultural tourism may represent new markets or new opportunities for the Library • Opportunity to meet the diverse needs of the growing seniors market. New generation of seniors may be more financially secure and may also represent new revenue potential, and an opportunity to benefit from endowment funds, etc. • Possibility for membership fees or fees for value-added services in the future, may represent new revenue sources • Possibility of a two-tier library system where the basic level of service is free and value-added services are fee-based • Overall the growth of affluence in the County may represent a new source of funding, and an opportunity for increased donations, etc. This may help offset cost of providing services to those who cannot pay • Need to find incentives to meet the needs of non-users and draw them to Library; i.e. meet seniors needs for lifelong learning, meet business users needs, meet the needs of youth for technology-based services, meet needs of the community for a welcoming, gathering place; meet the needs of growing homeschooling population for educational resources and programs • Opportunity to improve the Library's evaluation and long range planning functions 	<ul style="list-style-type: none"> • Rising energy costs, staffing costs, and operating costs in general with potentially fewer resources in the future • Future funding uncertainty • Political reluctance to change the status quo in the way library services are delivered. May need to work with urban libraries to reduce "silos" and share resources • Future priorities for funding at the County level may change, result in declining resources for the Library • Relevance of Libraries in the future as leisure and social interest change. Can Libraries continue to make a difference in people's lives? • Further erosion of rural communities' service base as schools, banks, and other services are removed or are declining in these centres • Upcoming generation is demanding different services that the Library may not be able to meet • Lack of succession planning may result in staffing shortage. As trained workforce retires, there may be lack of suitable staff to take over senior roles. Trained librarians are increasingly drawn to non-public sector opportunities • Resources for small County libraries may decline if there is a forced amalgamation of all Libraries • With the expansion of the "information highway" there is the potential for changes to the way Library services are delivered. May result in a Province-wide system and/or more home-based services • Better educated youth are moving out of Oxford County for educational opportunities. How to retain them, or entice them back to live during the "family-phase" of life and not just their retirement years?

Part Two: Issues and Challenges

Based on the SWOT, Committee members identified the following as some of the key issues to be addressed in the Strategic Plan. These in turn contributed to the development of Goals for the Strategic Plan. Major challenges in addressing these issues were also noted.

Issues/Improvements Required:	Challenges:
1. Establishing a Decentralized Community-Based "Hub" – Positioning the Library as a Central Service Provider and Exploring Opportunities to Partner with Other Service Providers	<ul style="list-style-type: none"> • Small library, basic level of service, facility constraints and limited hours of operation may not accommodate expanded role required • Not clear how to partner with others service providers or willingness/interest of other providers • Diminishing number of potential partners in small rural communities • Joint facilities or services may require shared resources; unclear if resources are available
2. Enhance Services to Attract and Retain Non-Users and New Users (bring in other partners, expand hours of service, improve technologies and programs, etc.)	<ul style="list-style-type: none"> • Resource limitations to expand services and provide services necessary to attract non-users • More efficient to maximize services to existing market; resistance to reaching out to new markets • Lack of information on non and new users • Small rural facilities may not be attractive to new users • Competition from other library systems and other information sources • Poor marketing and promotion of the Library
3. Improve Communications and Marketing	<ul style="list-style-type: none"> • Resource limitations, skill limitations, lack of staff time
4. Improve Evaluation and Long Range Planning	<ul style="list-style-type: none"> • Resource limitations, skill limitations, lack of staff time
5. Expand Library's Relationship with other Service Providers and Woodstock and Tillsonburg Libraries	<ul style="list-style-type: none"> • No coordinated plan • Attitude and corporate culture of all parties; resistance to establish partnerships • Jurisdictional and legal issues
6. Improve Library Facilities	<ul style="list-style-type: none"> • Small rural libraries need improvements; future costs associated with accessibility • Lack of resources and willingness to change • Return on investment given low and possibly declining levels of future use • Cost sharing with municipal (or private) owners
7. Increase Stability of Library Financial Base	<ul style="list-style-type: none"> • Competition for resources • Increasing costs associated with energy and other services; higher costs inherent in rural, multi-branch system • Identifying new sources of revenue that are acceptable under the Public Library Act
8. Staff Professional Development	<ul style="list-style-type: none"> • Resources • Lack of succession plan • Declining pool of professionals interested in working in public sector



Appendix D: Committee Input to the Vision Statement



Committee Input to the Vision Statement

The Committee identified important statements to be included in a Vision for the Strategic Plan. Their comments are grouped into the following themes:

Library as a Community Centre

- "Hub" for community activity, focal point of the community
- Community centre and centre of the community
- Contributes to the cultural, educational, social, environmental, and economic well-being of community
- Contributes to the quality of life in the community, supports the uniqueness of communities
- Library contributes to a sense of community spirit
- Centre of knowledge and culture in the community
- Welcoming, inviting, accessible, and customer-focussed facilities

Well Supported Centre for Learning, Innovation, Growth, and Creativity

- Accountable to, and directed by an actively engaged community
- Provides access to a world of literature and emerging technologies
- Library is a place to experiment, learn, create
- Library continues to "make a difference" in people's lives
- Library supports growth of the knowledge based sector of the economy in the County
- Community is aware of and values the services provided by the Library and has a sense of ownership in the Library
- Library collaborates with other partners to communicate the value of its services

Efficient and Relevant Service Delivery

- Partnership focussed and appropriately publicly funded
- Library's services continually evolving to meet the changing needs of the community
- Cost effective services, efficient service delivery
- Understands and responds to the needs of all sectors of the community
- Library provides services for all ages, beginning with the very young
- Provides a seamless integration of services that meet needs for business, education, and pleasure



Report No: 2008-010
CORPORATE SERVICES
Board Date: May 26, 2008

TO: Oxford County Library Board
FROM: L. Miettinen, CEO/Chief Librarian
SUBJECT: Strategic Plan 2008 follow-up Action Plan

RECOMMENDATION:

THAT Oxford County Library Board receive Report No. 2008-010 for discussion purposes.

PURPOSE:

To outline the short-term tasks recommended in the Strategic Plan 2008, to suggest an allocation of responsibility for each task, and to identify and suggest the resources required to undertake those tasks.

BACKGROUND:

The Board entered into a contract with Jim Morgenstern of dmA Planning & Management Services to facilitate a Strategic Planning exercise. The Strategic Plan document was presented to the Board at a Workshop held on April 30, 2008. The Strategic Plan proposes sixty-nine short-, medium-, or long-term action plans, divided among six Strategic Directions: Facilities; Services; Human Resources; Evaluation and Long Range Planning; Marketing and Promotion; and Funding.

The Board will consider the adoption of the Strategic Plan at this meeting. If adopted, staff and the Board will need to set in motion the completion of short-term action plans. In order to do this in an organized manner, the action plans must be understood and prioritized in relation to:

- their timing as part of a sequence of related action plans
- the Goals and Objectives as set out in the 2008 Library Business Plan
- available staff resources.

COMMENTARY:

The table below lists all short-term action plans. Short-term action plans are to be acted upon "immediately" and fully implemented in 1-2 years.

Under the "Staff" column, highlighted areas appear where, in the opinion of staff, outside assistance may be necessary. The hiring of a co-op student is suggested for technology-related action plans. The Graduate Program in Library and Information Science at the University of Western Ontario solicits co-op placements from the library community. A Masters-level student with particular strengths in web-based technology could be an excellent resource for the assessment of the library website, the development of website improvements and enhancements, and the development of social networking tools. This student could assist in the training of branch staff in the use of new technologies. If a co-op was pursued, some of the medium-term action plans could also be addressed, specifically, S2.3 and S2.4 (S2.3 – investigate opportunities to improve the library website to better serve library audiences; S2.4 – explore opportunities to introduce social marketing tools through better use of technology).

Report No: 2008-010
CORPORATE SERVICES
 Board Date: May 26, 2008

SOLS has several subject specialist consultants on staff. OCL has been able to use the services of SOLS consultants at various times, including assistance with large-scale weeding of collections. In areas such as best practices research, SOLS would be an excellent resource. Many of SOLS' services are free of charge to public libraries; other services may have a small fee.

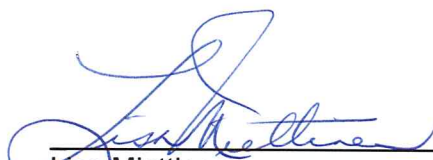
CODE	ACTION PLAN	LEAD	STAFF	SUGGESTED TIMEFRAME
F1.1	Tavistock branch project	Cristina	C, L, Public Works	2008-2009
F1.2	Develop facility standards for each level of branch	Cristina	C, L, R	June-Oct 2008
F1.3	Evaluate existing facilities based on standards; prioritize improvements	Cristina	C, L, R	Sept.-Oct. 2008 (for 2009 budget consideration)
F1.4	Develop Small Library Policy	Lisa	L, C	June-Dec. 2008
F2.1	Develop facility improvement/development funding model; liaise with local municipalities	Board	Board, Lisa	
S1.1	Best practices research re collections	Rosemary	R, C, L SOLS/other consultant	June-Dec. 2008
S1.2	Research market segments	Rosemary	R, C, L	June- ongoing
S1.4	Collection displays	Cristina	C, R, branch staff	June 2008-June 2009
S1.5	Investigate mechanisms for community sponsorship of collection improvements	Lisa	L, C, R	Oct. – Dec. 2008
S2.1	Best practice research re use of technology	Rosemary/ Cristina	R, C Co-op student or SOLS/other consultant	June - ongoing
S2.2	Train staff on new technologies	Cristina/ Rosemary	C, R Co-op student	June-ongoing
S3.1	Establish process and procedures for keeping website up to date	Rosemary	R, C Co-op student	June-Dec. 2008
S3.4	Explore opportunities to enhance, improve electronic services 24/7	Rosemary	R, C Co-op student	June - ongoing
S3.5	Investigate opportunities to promote info services at branches	Cristina	C, R, branch staff, Co-op student	January-April 2009
S4.1	Identify opportunities to improve programming	Lisa	L, C, R, branch staff	June – Oct. 2008
HR1.1	Prepare career development strategies	Lisa	Lisa	June 08 -
HR1.2	Board to identify areas of interest for training or skill development to enhance governance	Board	Lisa	June 2008
HR1.3	Develop inventory of staff skills, interests; assess against career development strategies	Lisa	L, C, R, Branch staff	September 2008 – March 2009
HR1.5	Develop web-conferencing capabilities	Cristina	Cristina, Branch staff	June – December 2008
E1.1	Best practice research for library service, community needs and interests and customer satisfaction	Lisa	Lisa SOLS/other consultant	June – Dec. 2008
E1.2	Investigate opportunities to make better use of research tools	Lisa	Lisa	June 2008- June2009
E1.5	Investigate opportunities to form positive working relationships with target group leaders and champions to improve service delivery	Lisa	Lisa, Board	September 2008- June 2009
E2.1	Identify and implement procedures for ensuring Action Steps are linked to annual Business Planning process	Lisa	Lisa	Sept-Oct 2008
E2.2	Conduct annual Strategic Plan Review to record progress and identify barriers to implementation	Lisa	Lisa, Board	Annually in September
E2.3	Adopt procedures to ensure the Board regularly reviews planning documents as required	Lisa	Lisa, Board	ongoing
E2.5	Commit resources to ongoing evaluation of library services	Lisa	Lisa, Board	ongoing
MP1.1	Best practice research and marketing plan and communications strategy for library services	Lisa	Lisa, SOLS/other consultant	June-Dec 2008
MP1.3	Improve marketing and communication using new and existing methods	Lisa	L, C, branch staff	June - Dec 2008
MP1.4	Review effectiveness of current communication methods and explore new vehicles	Lisa	L, C, R, branch staff	Sept2008-Dec. 2009

Report No: 2008-010
CORPORATE SERVICES
Board Date: May 26, 2008

MP2.1	Collect and share testimonials	Lisa	Lisa	June - ongoing
MP2.3	Identify and implement a wide range of procedures for communicating accomplishments	Lisa	Lisa, Board	Sept-Dec 2008
MP2.5	Explore opportunities to promote library in conjunction with other libraries in County	Lisa	Lisa	June - ongoing
FD1.4	Commit resources to continually exploring relevant grant opportunities	Lisa	Lisa, Board	Sept 2008 - ongoing
FD2.1	Investigate partnerships that will bring new resources to OCL and contribute to enhanced service	Lisa	Lisa, Board	Sept2008-ongoing
FD2.2	Review opportunities to partner with Tillsonburg and Woodstock libraries	Lisa	Lisa, Board	June2008-ongoing

Research would need to be done with regard to available outside resources and their attendant costs, Possible funding sources would need to be considered where outside assistance is proposed.

Although circumstances may allow some progress on certain medium-term action plans, it is recommended that, given the heavy workload represented by the short-term action plans, initiation of medium-term action plans be deferred until 2009, and that preparation of the 2009 Library Business Plan include an implementation plan for medium-term action plans.



 Lisa Miettinen
 CEO/Chief Librarian



Report No: 2016-32
CORPORATE SERVICES
Board Date: December 12, 2016

To: Oxford County Library Board

From: CEO/Chief Librarian

Library Branding

RECOMMENDATION

1. That the Board adopt the proposed Oxford County Library Brand, with the tagline “connect. discover. share. become”, as presented in Report No. 2016-32.

REPORT HIGHLIGHTS

- To adopt a unique brand for Oxford County Library

Implementation Points

Once adopted, the brand will be used on library correspondence, publications, and promotional materials, and on all web and social media presences. The tagline keywords will be incorporated into the “150 Things to Do at the Library” campaign throughout 2017.

Financial Impact

The branding exercise was completed using existing staff resources and the assistance of the County Strategic Communications Team. Placement of the brand on all web presences will not result in additional costs. Print and physical brand placement will be undertaken as opportunities present themselves, so as not to incur additional expense or waste of existing stock (e.g. vinyl decals on library van; exterior and interior signage, brochures).

The Treasurer has reviewed this report and agrees with the financial impact information.

Risks/Implications

The adoption of a library brand provides a range of opportunities for marketing and promotions. The tagline contains action words which can be used to describe impacts of library services. To be effective, the brand should be used clearly and consistently in all library messaging. The promise of a brand holds the library accountable.

Strategic Plan

County Council adopted the County of Oxford Strategic Plan (2015-2018) at its regular meeting held May 27, 2015. The initiative contained within this report supports the Values and Strategic Directions as set out in the Strategic Plan as it pertains to the following Strategic Direction:

5.i. A County that performs and delivers results – Enhance our customer service focus and responsiveness to our municipal partners and the public by:

- *Implementing clearly defined customer service standards and expectations.*

DISCUSSION

Background

At its October 3, 2016 meeting, the Board considered Report No. 2016-20, titled “Oxford County Library Brand”. As a result of Board discussion, the suggestion was made to change the order of the tag line words to: connect. discover. share. become.

The Board asked staff to provide two or three options for the tagline for public and staff consultation in the branches.

Working with County Communications staff, a consultation board was produced and sent to all branches for a period of three weeks, during which branch staff were asked to encourage patrons to consider the brand options and weigh in with their preference. The Consultation Board prepared by Communications staff is attached to this Report as Attachment No. 1.

One option that came out of the Board discussion was the inclusion of an ellipsis (three periods) between the words “share” and “become”, mirroring the tag line of the County wordmark. The graphic designer used by County Communications as well as Communications staff felt that this was not a good design option, as it lengthened the tagline beyond the point of optimal balance. As a result of that advice, that option was not included in the Consultation Board.

Comments

78 percent of respondents to the poll favoured Option A. The need to “discover” information, opportunities, resources, and ideas before being able to “share” them was the most common reason for this preference.

One eloquent response, favouring Option B, described as follows: “Discover and become go hand in hand. Through the process of discovery we slowly evolve into more well-rounded individuals and become something better through our active engagement in lifelong learning.”

Based on the positive response from branch staff and library patrons, the four words chosen for the tagline of the brand seem to resonate. They reflect the impact of library services and facilities (Library as Place) on the development and growth of the individual, as well as the strength that comes from community connections. This seems to aptly reflect the County brand, “Growing stronger...together”.

Conclusions

For Board information and discussion.

SIGNATURE

Departmental Approval:

“Lisa Miettinen”

Lisa Miettinen
CEO/Chief Librarian

ATTACHMENTS

Attachment No. 1 – Oxford County Strategic Communications. Consultation Board, Library Branding exercise.

OUR LOGO: WHAT DOES IT SAY?

The Oxford County Library logo is an extension of the Oxford County logo, adopting its logo font, symbol and colours.

What is unique is the **Library tagline**: this is our opportunity to capture what our services represent to you, our patrons.

WHAT DOES OUR TAGLINE SAY TO YOU?

Oxford County Library undertook some research and examination earlier this year to develop a new logo tagline. We arrived at a series of words that we felt expressed the creative journey and discovery of knowledge that libraries

facilitate in their communities. Now, we're asking your help in narrowing down the sequence for this journey. Which pathway resonates with you? **A** or **B**?



OPTION A



OPTION B

ANYTHING ELSE YOU WANT TO TELL US? Leave your comments in the drop box or with staff



Report No: 2016-21
CORPORATE SERVICES
Board Date: October 3, 2016

To: Oxford County Library Board

From: CEO/Chief Librarian

Board Review of Values Statement

RECOMMENDATION

1. That the Board approve the revisions to the Values Statement as attached to Report No. 2016-21.

REPORT HIGHLIGHTS

- Review and revision of Values Statement as part of regular policy review process

Implementation Points

Once approved, the revised Values Statement will be posted on the library website

Financial Impact

There is no financial impact.

The Treasurer has reviewed this report and agrees with the financial impact statement.

Risks/Implications

There are no risks associated with the proposed revisions to the library's Values Statement. The proposed revisions are in response to staff feedback.

Strategic Plan

County Council adopted the County of Oxford Strategic Plan (2015-2018) at its regular meeting held May 27, 2015. The initiative contained within this report supports the Values and Strategic Directions as set out in the Strategic Plan as it pertains to the following Strategic Directions:

6. i. **A County that employs people who make a positive difference** – Attract, retain and develop the highest quality staff through:
 - *Implementing clearly defined customer service standards and expectations.*

DISCUSSION

Background

The Library Board adopted a Values Statement at its June 29, 2010 meeting. The Values Statement was presented as Section E of the Succession Planning Progress Report. Core competencies for library staff were developed based on the Values Statement.

In 2015, the County of Oxford established a Competency Framework for all employees, eliminating the need for the library to maintain its own set of core competencies. This Competency framework is presented as Attachment No. 3 for the Board's information.

Comments

Our Values reflect the unique vision, goals, and strategic directions of a rural public library system, and are foundational to the County's core competencies: strategic thinking; fostering innovation; service excellence and teamwork; and accountability and integrity.

Input was sought from branch staff to determine whether the values remain relevant and reflective of the library's current culture. No change to the wording of the Values is being recommended at this time, although the descriptive notes have been modified to include services that were not available in 2010, and to update terminology.

Conclusions

For Board consideration and discussion.

SIGNATURE

Departmental Approval:

"Lisa Miettinen"

Lisa Miettinen
CEO/Chief Librarian

ATTACHMENTS

Attachment No. 1 – Oxford County Library Values Statement with track changes. Date approved: June 29, 2010.

Attachment No. 2 – Oxford County Library. Draft Revised Values Statement. September 2016.

Attachment No. 3 – Oxford County Employee Handbook: Competency Framework. April 2015.

Oxford County Library Values Statement

1. We will be responsive to community needs.

The community is the reason we exist. We will continually assess community needs in relation to our services, and keep them front and centre in annual planning exercises. We will actively engage the community.

2. We will provide excellent service in a welcoming environment.

Customer service is our top priority. ~~We will treat all customers equitably and fairly, and our~~Our services and facilities will be inclusive, ensuring accessibility for all. We will strive to provide a personal touch.

3. We will encourage and support lifelong learning.

The library is there for the individual throughout his or her lifetime. Through early literacy programming, family programming, juvenile and young adult collections and programs, parenting resources, adult literacy resources, online courses and self-publishing platforms, popular reading collections and comprehensive non-fiction resources either electronic or in print, we will strive to provide the resources required to bring ~~the world of information~~self-guided learning opportunities to ~~every~~ rural Oxford County. Within the limits of the acquisitions budget and in accordance with the Collection Policy, we will entertain customer requests for specific materials.

4. We will value individual needs, experiences, and differences in a non-partisan, non-judgmental manner.

The public library is an inclusive, non-partisan institution and strives to remove barriers to access, including both physical and attitudinal barriers. Our customers deserve to be treated fairly, without judgment, without prejudice, and we will be respectful of their right to privacy.

5. We will value tradition and pursue innovation.

Library services, human communications and the nature of the printed word are constantly evolving, and our customers need us to maintain a position on the leading edge of new technologies and services. We need to be able to assist our customers with navigating new technologies in order to facilitate access to information. Our communities are unique, and many of our customers place great value on traditional library service. We will maintain the library as “place”, continuing to value personal connections, individual service and the role of the community library as community space. As much as is possible, ~~given the space limitations of our smaller branches,~~ we will work to ensure that customers requiring a quiet place to read or study can do so, while accommodating customers needing a place-to-work together collaborative working space.

6. We will continuously build and foster a skilled and knowledgeable staff.

While our customers are the reason we exist, our staff, both paid and volunteer, are our **best most valuable** resource. We will assess our staff's training and development needs and provide that either in-house or using external resources. We will encourage staff to pursue additional training and will strive to offer mentoring opportunities as well as cross-training opportunities within the library system. We will base our training and skills assessment on competencies and provide staff with ongoing performance evaluation and input.

7. We value intellectual freedom in an atmosphere of tolerance and respect.

The Oxford County Library Board has adopted the Canadian Library Association Statement on Intellectual Freedom and the Ontario Library Association Statement on the Intellectual Rights of the Individual.

Oxford County Library Values Statement

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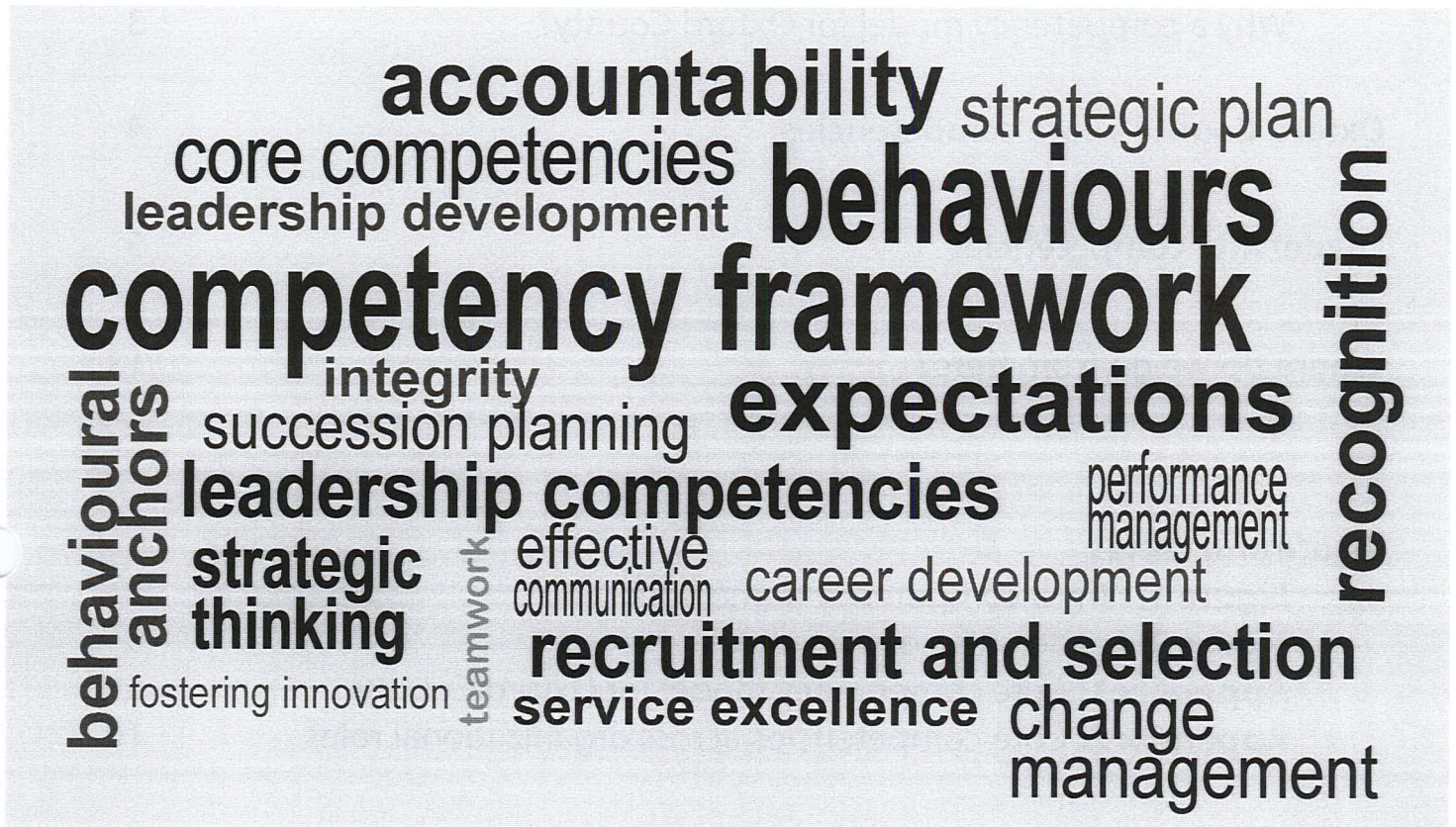
While our customers are the reason we exist, our staff, both paid and volunteer, are our most valuable resource. We will assess our staff's training and development needs and provide that either in-house or using external resources. We will encourage staff to pursue additional training and will strive to offer mentoring opportunities as well as cross-training opportunities within the library system. We will base our training and skills assessment on competencies and provide staff with ongoing performance evaluation and input.

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DRAFT

COMPETENCY FRAMEWORK



EMPLOYEE HANDBOOK

April 2015

CONTENTS

1.

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INTRODUCTION

2.

One of the hallmarks of a successful organization is its ability to employ a high-performing workforce that demonstrates the right competencies to meet strategic objectives and drive results.

Oxford County has developed a competency-based framework to provide employees with an understanding of the behaviours and skills required to do their job successfully, and to support the organization's Strategic Plan. The Employee Engagement survey (2014) told us that we are doing great work together, but it also identified areas to improve on. This framework will help us continue in a positive direction, making progress along the way.

What is a competency?

Competencies are the knowledge, skills, judgement and behaviours needed to effectively perform in a job/role.

Core Competencies versus Leadership Competencies

Oxford County's competency model consists of 2 components:

1. Core competencies - those that the County has identified as contributing the most towards achieving strategic results; and
2. Leadership competencies - the skills and behaviours that contribute to superior performance in leadership roles.

INTRODUCTION

3.

Why a competency model for Oxford County?

Having a competency framework helps Oxford County:

- Hire people who have high potential to succeed;
- Ensure they receive the training and development necessary to realize that potential; and
- Provide an appraisal system that gives the feedback and coaching that employees need to perform well.



Fig. 1: How competencies affect various human resource practices

Our competency model is more than a list of expected skills and behaviours. By identifying the necessary competencies to be successful within the organization, employees are provided with a target and a clearly articulated set of expectations. In combination with the “Our People, Our Strength” plan, it creates a focus and framework for future initiatives and give employees a clear description of what behaviours are required across the organization.

A competency framework must not only identify and define the competencies necessary for effective job performance, but also provide the behavioural examples that show how employees successfully exhibit particular competencies on the job. These examples are called **behavioural anchors**.

Behavioural anchors must be based on specific, observable behaviours and day-to-day performance, not isolated incidents. Behavioural anchors articulate the specific actions that have the most direct impact on successful performance and are invaluable in gauging how effectively a competency is being demonstrated.

OXFORD COUNTY'S CORE COMPETENCIES

4.

The Oxford County corporate values (excellence, accountability, innovation, integrity, teamwork) represent a strong framework from which the following core competencies were created.

COMPETENCY

DESCRIPTION

Strategic thinking

- Advises and plans based on analysis and trends, and understands how these link the responsibilities, capabilities, and potential of the organization
- Scans an ever-changing, complex environment in anticipation of emerging crises and opportunities
- Develops well-informed advice and strategies that are sensitive to the various needs of multiple stakeholders and partners, reflects the strategic direction of municipal government and positions the County for success

Fostering innovation

- Displays and encourages the ability to “think outside the box” in order to develop creative and new solutions that meet current and future needs of the County

Service excellence and teamwork

- Gives superior service to both internal and external customers
- Places the customer at the centre of strategic and operational planning
- Actively participates as a supportive team member

Accountability and integrity

- Takes personal ownership and responsibility for the quality and timeliness of work commitments
- Follows organizational guidelines, professional standards, regulations and principles
- Demonstrates reliability and integrity on a daily basis

Appendix 1 depicts Oxford County's core competency model which includes behaviour expectations for each competency, at each occupational level: CAO, Director, Manager/Supervisor, Professional and Individual Contributor.

It is understood that at each level, the employee would exhibit the behaviours for the levels below their own job. For instance, if you are currently in a Manager/Supervisor role, you will demonstrate the behaviours for your own job as well as those of a Professional and Individual Contributor.

LEADERSHIP COMPETENCIES

5.

Establishing leadership competencies ultimately promotes more effective leadership, as the expectations of the organization are clearly defined. **Figure 2** shows the specific leadership competencies that have been identified by the County of Oxford as being necessary for success as a leader in the organization. For more details and information regarding the Leadership Competencies, refer to the Succession Planning and Leadership Development Toolkit.

Fig. 2: Leadership competencies

Effective Communication

- Fosters open communication, listens to others, speaks effectively and prepares written communications so that messages are clearly understood. Acts to influence others in order to have a specific impact or effect. Responds appropriately to the concerns of others.

Performance Management

- Demonstrates initiative and resourcefulness to get things done. Provides clear direction and expectations. Acts to ensure others perform in accordance with clear expectations and goals. Motivates others to achieve expected performance goals. Provides quality service to clients and stakeholders.

Project/Process Management

- Understands the structure and culture of the organization and is able to accomplish results through the most effective channels. Manages effectively within the County systems, operational policies, and the public service environment.

Change Management

- Works to continually understand, engage in and implement organizational changes and technologies that improve processes, practices and outcomes. Is flexible and adaptable in meeting the changing demands of clients, stakeholders and the public.

Strategic Thinking- All employees at the County advise and plan based on a analysis and trends, and how these link the responsibilities, capabilities, and potential of the organization. They scan an ever-changing complex environment in anticipation of emerging crises and opportunities. They develop well-informed advice and strategies that are sensitive to the various needs of multiple stakeholders and partners, reflect the strategic direction of municipal government, and position the County for success.

LEVEL	CAO Level	Director Level	Manager/Supervisor Level	Professional Level	Individual Contributor Level
BEHAVIOURAL EXPECTATIONS	Frames issues with a thorough understanding of County issues, problems and plans	Translates vision and policy into concrete direction and plans	Integrates information from multiple sources to form a comprehensive perspective	Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting the department and organization	Plans and adjusts work based on a thorough understanding of requirements and priorities and seeks clarification and direction, as appropriate
	Identifies links among economic trends stakeholder concerns, public service values and regional issues	Links corporate programs and services to departmental policies	Designs solutions to operational problems	Translates directions into concrete work activities	Considers relevant information from various sources to form a comprehensive perspective
	Identifies issues in complex, ambiguous, rapidly changing contexts	Frames questions and analysis with a thorough understanding of organizational and departmental issues	Frames division direction with a thorough understanding of the department's priorities	Makes well thought out recommendations to management and clients	Translates directions into concrete work activities
	Incorporates vision and strategic planning into the full range of the organization's activities				Analyzes setbacks and seeks honest feedback to learn from mistakes
	Sets a clear long-term strategic direction and empowers others to develop plans to achieve the direction				
	Anticipates emerging issues/changing context and develops strategies to resolve problems or take advantage of opportunities				

Definitions

Individual contributor – first line of service delivery, program support staff

Fostering innovation - Displays and encourages the ability to think outside the box in order to develop creative and new solutions that meets current and future needs of the County.

LEVEL	CAO Level	Director Level	Manager/Supervisor Level	Professional Level	Individual Contributor Level
BEHAVIOURAL EXPECTATIONS	Establishes and promotes a culture that challenges others to generate leading edge ideas, new perspectives and opportunities	Looks for ways to improve internal processes or practices	Looks at problems or issues from a variety of angles	Identifies solutions, alternatives and consequences for advancing the County's business objectives based upon the evaluation of relevant facts, issues and risks	Contributes to a culture of innovation and continuous improvement
	Learns quickly when facing new problems, a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improve	Sees ahead clearly; can anticipate future consequences and trends accurately	Encourages and incorporates diverse and creative initiatives and perspectives; has good judgment about which creative ideas and suggestions will work	Demonstrates the ability to achieve creative, efficient solutions for clients	Brings improvements through innovative solutions, approaches, products or services
	Encourages debate and ideas from across the organization and stakeholders with vested interests	Encourages constructive questioning of practices	Manages the creative process of others; can facilitate effective brainstorming	Offers ideas or suggestions that are new and aligned with organizational need	Communicates ideas, views, and concerns effectively and respectfully and actively participates in exchanges of ideas with others (i.e. at meetings or planning sessions)
	Envisions possibilities without detailed information	Encourages experimentation to maximize potential for innovation	Makes recommendations that are creative, sustainable and timely	Redesigns work activities to meet changing needs	Makes well-thought-out recommendations to management

Service Excellence and Teamwork - Giving superior service to both internal and external customers. Places the customer at the centre of strategic and operational planning. Actively participates as a supportive team member.

LEVEL

BEHAVIOURAL EXPECTATIONS

LEVEL	CAO Level	Director Level	Manager/Supervisor Level	Professional Level	Individual Contributor Level
BEHAVIOURAL EXPECTATIONS	Building a culture of service excellence	Develops and implements practices and programs that will benefit the County while improving customer satisfaction	Builds rapport and committed relationships with customers, evaluates service delivery and makes recommendations to improve satisfaction	Delivers and provides additional information or service beyond client expectations	Recognizes potential problems and works to resolve issues before they progress
	Analyzes and anticipates the County's (customer) long term business needs by establishing a clear sense of the County's organizational and business strategies	Anticipates and responds to changing customer needs	Builds and maintains connections with internal and external groups that could improve County delivery of services and/or client satisfaction	Demonstrates commitment to the customer, by clarifying expectations and taking the necessary steps to fulfill requests	Ensures that their work meets the needs of the customer by considering the customer's needs when completing work, making suggestions and providing service typically resulting in customer satisfaction
	Builds strong collaborative and mutually beneficial relationships with customers, partner agencies and council	Customer service oriented and models service delivery excellence	Communicates effectively to team members regarding job tasks, responsibilities and project process	Uses client feedback to make changes in work processes and procedures and personally commits to resolving any customer issues	Follows through on commitments and responds to inquiries, emails, requests and complaints in a timely fashion
	Develops and implements practices and programs that will benefit the County while improving resident and employee satisfaction	Contributes to building a culture of service centered excellence	Brings forward ideas solutions and concerns to help the team problem solve and solution build	Participates in team building and work towards achieving team objectives	Provides a level of service and assistance that is consistent with organizational guidelines and practices
	Building organizational capability for a sustainable service culture	Capitalizes on the strengths, weaknesses, skills and abilities of team members by assigning tasks and responsibilities that align with individual strengths			Is dedicated to meeting the expectations and requirements of internal and external customers
	Cascading service culture throughout the organization				Respects contributions of all team members demonstrating cooperation, and supports team decisions
	Values and encourages teamwork through daily actions and by soliciting the feedback from all levels of the organization	Encourages, supports and motivates team members to share ideas, knowledge, solutions and concerns			
	Sets a standard for teamwork by offering assistance to all levels				

Accountability and Integrity – Takes personal ownership and responsibility for the quality and timeliness of work commitments. Follows organizational guidelines, professional standards, regulations and principles. Demonstrates reliability and integrity on a daily basis.

LEVEL	CAO Level	Director Level	Manager/Supervisor Level	Professional Level	Individual Contributor Level
BEHAVIOURAL EXPECTATIONS	Models and instills commitment to citizen-focused service and the public good	Builds corporate values into department policies and programs	Implements corporate values into department practices and processes	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain	Reports dishonest activities or conduct through the internal reporting framework
	Responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, dishonest use and other irregularities	Models and practices transparency and fairness in all transactions, including staffing, contracting, and day to day activities	Familiar with the types of improprieties that might occur in their department and be alert to any indication that improper activity, or dishonest activity is or was in existence in his or her operational department	Keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain	Elicits trust by modelling effective behaviours such as following through on commitments
	Models and builds a culture of respect for people and public service principles		Reflects commitment to citizens and clients in own and division activities	Reports dishonest activities or conduct through the internal reporting framework	Models transparency and fairness
	Makes transparent decisions without favoritism or bias		Fosters a climate of transparency, trust, and respect within the division and in partnerships		Demonstrates values and ethics in personal behaviour

CAO

Level

Strategic Thinking

Fostering Innovation

Service Excellence and Teamwork

Accountability and Integrity

Frames issues with a thorough understanding of County issues, problems and plans

Identifies links among economic trends stakeholder concerns, public service values and regional issues
Identifies issues in complex, ambiguous, rapidly changing contexts

Identifies issues in complex, ambiguous, rapidly changing contexts

Incorporates vision and strategic planning into the full range of the organization's activities

Sets a clear long-term strategic direction and empowers others to develop plans to achieve the direction

Anticipates emerging issues/changing context and develops strategies to resolve problems or take advantage of opportunities

Establishes and promotes a culture that challenges others to generate leading edge ideas, new perspectives and opportunities

Learns quickly when facing new problems, a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improve

Encourages debate and ideas from across the organization and stakeholders with vested interests

Envisions possibilities without detailed information

Building a culture of service excellence

Analyzes and anticipates the County's (customer) long term business needs by establishing a clear sense of the County's organizational and business strategies

Builds strong collaborative and mutually beneficial relationships with customers, partner agencies and Council

Develops and implements practices and programs that will benefit the County while improving resident and employee satisfaction

Building organizational capability for a sustainable service culture

Cascading service culture throughout the organization

Values and encourages teamwork through daily actions and by soliciting the feedback from all levels of the organization

Sets a standard for teamwork by offering assistance to all levels

Models and instills commitment to citizen-focused service and the public good

Responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, dishonest use and other irregularities

Models and builds a culture of respect for people and public service principles

Makes transparent decisions without favoritism or bias

Level	Strategic Thinking	Fostering Innovation	Service Excellence and Teamwork	Accountability and Integrity
DIRECTOR	<p>Identifies key elements of the vision and implications for the department</p> <p>Translates vision and policy into concrete direction and plans</p> <p>Links corporate programs and services to departmental policies</p> <p>Frames questions and analysis with a thorough understanding of organizational and departmental issues</p>	<p>Looks for ways to improve internal processes or practices</p> <p>Sees ahead clearly; can anticipate future consequences and trends accurately</p> <p>Seeks input of staff to create plans and solutions</p> <p>Encourages constructive questioning of practices</p> <p>Encourages experimentation to maximize potential for innovation</p>	<p>Develops and implements practices and programs that will benefit the County while improving customer satisfaction</p> <p>Anticipates and responds to changing customer needs</p> <p>Contributes to building a culture of service centered excellence</p> <p>Capitalizes on the strengths, weaknesses, skills and abilities of team members by assigning tasks and responsibilities that align with individual strengths</p> <p>Encourages, supports and motivates team members to share ideas, knowledge, solutions and concerns</p>	<p>Builds corporate values into department policies and programs</p> <p>Models and practices transparency and fairness in all transactions, including staffing, contracting, and day to day activities</p>
MANAGER/-SUPERVISOR	<p>Integrates information from multiple sources to form a comprehensive perspective</p> <p>Designs solutions to operational problems</p> <p>Frames division direction with a thorough understanding of the department's priorities</p>	<p>Looks at problems or issues from a variety of angles</p> <p>Encourages and incorporates diverse and creative initiatives and perspectives; has good judgment about which creative ideas and suggestions will work</p> <p>Manages the creative process of others; can facilitate effective brainstorming</p> <p>Makes recommendations that are creative, sustainable and timely</p> <p>Redesigns work activities to meet changing needs</p>	<p>Builds rapport and committed relationships with customers, evaluates service delivery and makes recommendations to improve satisfaction</p> <p>Builds and maintains connections with internal and external groups that could improve County delivery of services and/or client satisfaction</p> <p>Communicates effectively to team members regarding job tasks, responsibilities and project process</p> <p>Brings forward ideas solutions and concerns to help the team problem solve and solution build</p>	<p>Implements corporate values into department practices and processes</p> <p>Familiar with the types of improprieties that might occur in their department and be alert to any indication that improper activity, or dishonest activity is or was in existence in his or her operational department</p> <p>Reflects commitment to citizens and clients in own and division activities</p> <p>Fosters a climate of transparency, trust, and respect within the division and in partnership</p>

Level	Strategic Thinking	Fostering Innovation	Service Excellence and Teamwork	Accountability and Integrity
PROFESSIONAL	<p>Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting the department and organization</p> <p>Translates directions into concrete work activities</p> <p>Makes well thought out recommendations to management and clients</p>	<p>Identifies solutions, alternatives and consequences for advancing the county's business objectives based upon the evaluation of relevant facts, issues and risks</p> <p>Demonstrates the ability to achieve creative, efficient solutions for clients</p> <p>Offers ideas or suggestions that are new and aligned with organizational need</p>	<p>Delivers and provides additional information or service beyond client expectations</p> <p>Demonstrates commitment to the customer, by clarifying expectations and taking the necessary steps to fulfill requests</p> <p>Uses client feedback to make changes in work processes and procedures and personally commits to resolving any customer issues</p> <p>Participates in team building and work towards achieving team objectives</p>	<p>Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain</p> <p>Reports dishonest activities or conduct through the internal reporting framework</p>
INDIVIDUAL/ CONTRIBUTOR	<p>Plans and adjusts work based on a thorough understanding of requirements and priorities and seeks clarification and direction, as appropriate</p> <p>Considers relevant information from various sources to form a comprehensive perspective</p> <p>Translates directions into concrete work activities</p> <p>Analyzes setbacks and seeks honest feedback to learn from mistakes</p>	<p>Contributes to a culture of innovation and continuous improvement</p> <p>Brings improvements through innovative solutions, approaches, products or services</p> <p>Communicates ideas, views, and concerns effectively and respectfully and actively participates in exchanges of ideas with others (i.e. at meetings or planning sessions)</p> <p>Makes well-thought-out recommendations to management</p>	<p>Recognizes potential problems and works to resolve issues before they progress</p> <p>Ensures that their work meets the needs of the customer by considering the customer's needs when completing work, making suggestions and providing service typically resulting in customer satisfaction</p> <p>Always displays professionalism, respect and dignity in daily interactions</p> <p>Follows through on commitments and responds to inquiries, emails, requests and complaints in a timely fashion</p> <p>Provides a level of service and assistance that is consistent with organizational guidelines and practices</p> <p>Is dedicated to meeting the expectations and requirements of internal and external customers</p> <p>Respects contributions of all team members demonstrating cooperation, and supports team decisions</p>	<p>Reports dishonest activities or conduct through the internal reporting framework</p> <p>Elicits trust by modelling effective behaviours such as following through on commitments</p> <p>Models transparency and fairness</p> <p>Demonstrates values and ethics in personal behaviour</p>

WHERE DO WE GO FROM HERE?

13.

Oxford County's Competency Framework is a key component of the "Our People, Our Strength" plan, the guiding strategy for shaping the County into a workplace that recruits and retains high quality employees. The County's first-ever Employee Engagement Survey identified the importance of job clarity as a driver of engagement as well as opportunities for advancement. The competency framework gives all employees access to a tool to help them develop their abilities relative to their own goals.

In the coming years, Oxford County will use the Competency Framework to continue to develop and improve various programs and initiatives, including the performance management process, career and professional development opportunities, as well as the recruitment and selection process.

For more information contact:

Human Resources

519-539-0015, ext. 3914 | 1-800-755-0394

hr@oxfordcounty.ca

To: Oxford County Library Board

From: CEO/Chief Librarian

Programming and Outreach Policy

RECOMMENDATION

1. That the Library Board approves the new *Programming and Outreach Policy* as attached to Report No. 2022-31.

REPORT HIGHLIGHTS

- The new *Programming and Outreach Policy*, Attachment 1, has been significantly updated from the *Service Delivery Policy*, Attachment 2, sections G and H (pgs. 13-16).
- The *Service Delivery Policy*, Attachment 2, should not be rescinded until a Service Delivery Model can be created as part of the 2023 Business Plan.

Implementation Points

The new *Programming and Outreach Policy* will be distributed to staff, once approved. Library Leadership will also review policy highlights with staff in upcoming staff meetings.







Financial Impact

There is no financial impact beyond what has already been approved in the current year's operating budget.

Communications

Pursuant to Board approval, the policy will be posted on the website for public information.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
				5.ii.	

DISCUSSION

Background

The Library Board last reviewed the *Service Delivery Policy* as part of the May 23, 2017 meeting. As a provincially accredited library, Oxford County Library is required to review policies and make required updates and changes to policy as part of the re-accreditation process. The 2022 edition of the Ontario Public Library Guidelines state that a library must maintain “policies and/or procedures which address issues such as: what types of programs are to be provided to what parts of the community; who is responsible for developing and running programs; how partners interact with the library; and whether charges should be made for participating in programs.” The new *Programming and Outreach Policy* is written to fulfill the needs as expressed above by the Guidelines Council.

Library staff are not recommending update of the *Service Delivery Policy* at this time, instead opting to create a *Service Delivery Model* as part of the 2023 Business Plan. With that recommendation, library staff have instead provided a new *Programming and Outreach Policy* to meet the requirements of re-accreditation.

In addition to the updates required by the Ontario Public Library Guidelines (2022), the new *Programming and Outreach Policy* has been written to provide staff and the public with better guidance and understanding of Oxford County Library’s programming and outreach service standards and restrictions. The policy also highlights the library’s continued commitment to intellectual freedom and the rights of children and teens in the library.

Comments

The new *Programming and Outreach Policy* uses sections G and H (pgs. 13 – 16) of the *Service Delivery Policy* as a starting point. Library staff also used a variety of resources including: knowledge of current and potential changes to and issues related to programming and outreach at Oxford County Library; recently updated policies from other library systems; documents from outside organizations such as the Tamarack Institute’s Index of Community Engagement Techniques; and requirements by the Ontario Public Library Guidelines.

Some highlights of note in the new policy:

- Adding of **Definitions** to help better define the language around programming and outreach used within the policy.
- Providing a clear **Programming Framework** using a 4-tier approach similar to that found in the *Service Delivery Policy* to help note the different levels of programming available.
- Adding language specific to the **Ox on the Run** outreach service. The language found in the policy is based on the services provided during the library’s current Summer outreach model, but can serve as the base for any expansion of the service as well.
- Providing simplified and clear language around **Partnerships and Collaboration** based on section G.1. of the *Service Delivery Policy*.
- Adding language around **External Presenters** to expectations for these volunteer and paid presenters in library spaces.

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- Adding language around **Program Evaluation** to offer accountability for how the library will evaluate program and outreach offerings.
- Adding language around **Restrictions** to help staff and inform the public of how the library may restrict, change or limit programs and outreach events.
- Updating the References and Related Documents to the policy.

Conclusions

The new *Programming and Outreach Policy* will provide staff and the public with clear guidelines and expectations for programming and outreach activities provided by the Oxford County Library, while also meeting the requirements for re-accreditation by the Ontario Public Library Guidelines Council.

SIGNATURE

Departmental Approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1: Programming and Outreach Policy, 2022
Attachment 2: Service Delivery Policy, 2017



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Board Motion Number:		Date of Review:	
Date Approved:		Chairperson's signature:	

Programming and Outreach Policy

BACKGROUND

The Oxford County Library provides programs and outreach events to the public to support the library's mission and vision.

Programming and Outreach are an integral part of the services provided to the community by the Oxford County Library. Library programs and outreach events promote community participation and life-long involvement in cultural, educational and recreational activities.

Programs and outreach events are intended to:

- Raise the library's profile and reinforce its essential role in the community.
- Encourage use of the library's spaces and resources.
- Provide training and assistance with technologies and equipment offered in the library.
- Support all types of literacy and lifelong learning.
- Support social inclusion by welcoming, valuing, and respecting individuals and groups to attend and fully participate.
- Stimulate the imagination by supporting creativity and discovery.

Oxford County library upholds the principles of intellectual freedom and has adopted the Canadian Federation of Library Association's (CFLA) *Statement on Intellectual Freedom and Libraries* (2019) and the Ontario Library Association's *Statement on Intellectual Freedom and the Intellectual Rights of the Individual* (2020). From time to time, the library may present controversial programs in order to ensure public access and discourse to all sides of an issue. Community members take the responsibility to engage in conversation with dignity and respect even when there are opposing points of view.

PURPOSE

The purpose of this policy is to guide the development and delivery of inclusive, community-based, high-quality programming and outreach services. This policy will provide the public, community partners and external program facilitators with information on the objectives and guiding principles of programming and outreach at the Oxford County Library.

PROCEDURES

The library engages the community through programs that support lifelong learning, social and community development, creativity and innovation.

The library is committed to providing equitable access to all and will prioritize inclusive programs and outreach opportunities that respond to the direct needs and interests of the diverse communities the library serves.

Definitions:



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1. **Programs:** Any coordinated activity offered to the community at large or to a defined audience that is hosted within a library branch, on the grounds of a library branch or in a virtual space hosted by the library.
2. **Outreach Events:** Coordinated programs, services, or activities that do not occur in a library building or on the grounds of a library building.
3. **Partnership:** A mutually beneficial relationship between the library and an outside agency, organization or individual.
4. **Partner Programs / Co-Sponsored Programs:** A program that is developed and delivered with a partner as defined above.

Programming Framework

1. Small Branches (Tier 1)
 - a. Small Branches will provide basic programming to families, children and teens outside of regular operating hours of the branch and subject to the availability of resources.
 - b. Opportunities for co-sponsored programs with outside agencies or organizations will be pursued using a community-led approach.
 - c. A limited number of external presenter programs will be offered throughout the year based on budget availability and allocation. These programs will be planned collaboratively with other library branches and/or other organizations to minimize costs.
2. Medium Branches (Tier 2)
 - a. Medium Branches with programming rooms / spaces may offer programs during regular operating hours, subject to the availability of staffing and resources.
 - b. Building on the 1st tier, Medium Branches will offer programs for all ages and a broader range of family and children's programs.
 - c. As with the Small Branch locations, staff will look for opportunities to partner with community organizations to provide programming using a community-led approach.
3. Large Branches (Tier 3)
 - a. As larger, urban branches within the Oxford County Library, the Ingersoll and Tillsonburg branches have system-wide responsibilities for programming.
 - b. Specialized programming staff plan, deliver and evaluate a wide range of library and co-sponsored programs for all ages on a year-round basis.
 - c. Specialized staff also work with the local community to offer Local and Family History programming, partnering with Oxford County Archives and other community agencies as possible.
 - d. Large branches will also offer a wider range of technology and equipment, and will support said technology through programs for all ages.
4. Virtual Programs (Tier 4)



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- a. The library will offer a limited number of virtual programs using live streaming, interactive media and audio/video recording options.
- b. Virtual programs will be evaluated with clear outcomes and service standards. Programs that do not meet said standards will be discontinued.
- c. Virtual programs will be subject to the availability of staffing and other resources.
- d. Programs delivered via a virtual platform will:
 - i. Abide by any copyright restrictions specific to sharing materials in a virtual and/or recorded format.
 - ii. Ensure that appropriate security protocols are followed.
 - iii. Not be recorded without prior knowledge and consent of all participants and/or parents/caregivers.

Ox on the Run

1. Ox on the Run is the Oxford County Library's mobile unit designed to provide programs and services in communities across Oxford County.
2. Ox on the Run will provide the following:
 - a. Wi-Fi access
 - b. Assistance with library resources
 - c. Library card registration
 - d. Storytimes, crafts and activities for all ages
 - e. Hands-on learning of tech toys, gadgets, and devices

Partnerships and Collaboration

1. The library proactively collaborates with community partners, as well as County and Municipal departments, to identify individuals and groups not adequately served in order to develop a variety of programs that meet the literacy needs of target audiences.
2. The library designs and implements outreach services and library programs for these target audiences that offer information, special skills or entertainment.
3. Partnerships with community groups, agencies, governments and businesses will be mutually beneficial agreements that assist the library and the partner organization in the delivery of services.
4. The library will explore opportunities to enhance and adapt service through partnerships to help meet programming and outreach goals.
5. Partnerships may include the sharing of library spaces and materials to provide programs and other events for the public in library branches or other shared facility spaces.
6. Library staff will develop contacts between the library and other service providers. The CEO/Chief Librarian, or designate, will negotiate shared service / partnership agreements as opportunities arise.

External Presenters



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1. External presenters delivering programs will not, generally, solicit business, customers or market their commercial products or services. Exceptions must be approved by the CEO/Chief Librarian or designate.
2. Sale of publications may be permitted in conjunction with an author / creator visit or event.
3. External presenters are bound by all applicable library policies, including the *Code of Conduct*. These policies are binding for both in-person and virtual programs.

Program Evaluation

1. Programs and outreach events will be designed with measurable outcomes that align to the library's mission and vision.
2. Data collected for programs and outreach events will be reviewed regularly.
3. A regular cycle of program evaluation will occur during each programming season. Evaluation will include feedback from staff, participants and partners.
4. To determine community needs and interests, the library reviews suggestions for programs, partnerships and outreach events. The library will use various mechanisms to gather community input to assist in setting programming priorities and plans.

Restrictions

Oxford County Library reserves the right to:

1. Limit program attendance based on considerations such as space, program experience and/or compliance with library policies, including the *Code of Conduct*.
2. Set age guidelines for participation based on the different developmental stages as determined by library staff, partner organization or external presenters.
3. Decide whether a program is viable and/or fiscally responsible to offer or continue based on the library's budget, community input, current or future interest, community needs, and library resources.
4. Terminate programs that do not ensure the dignity and safety of the public or library staff; are not compliant with library policies; and/or that threaten the integrity of library equipment or spaces.
5. Charge a fee for program participation to cover direct costs if the program could not be otherwise offered.

References and Related Documents:

Oxford County Library Policies

Oxford County Library. (2022, June). *Code of Conduct*.

Oxford County Library. (2022, July). *Children and Teen Services Policy*.

Documents from Outside Organizations

Edmonton Public Library. (2016). *Community-Led Toolkit*. <https://www.epl.ca/wp-content/uploads/sites/18/2015/08/EPL-Community-Led-Toolkit-Final-EXTERNAL-Web.pdf>



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Future Oxford. (2022). *Reducing Poverty Together Strategy*.
<http://www.futureoxford.ca/Committees.aspx#42541>


Position Statements

Canadian Federation of Library Associations. (2019, April). *Statement on Intellectual Freedom and Libraries*. CFLA-FCAB.
<http://cfla-fcab.ca/en/guidelines-and-position-papers/statement-on-intellectual-freedom-and-libraries/>

Ontario Library Association. (1998, November). *Position on Children's Rights in the Library*. OLA: Ontario Library Association.
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Board Motion Number:	2017-14	Date of Review:	2022
Date Approved:	May 23, 2017	Chairperson's signature:	Margaret Lupton

SERVICE DELIVERY POLICY

BACKGROUND

The Service Delivery Policy establishes a three-tier library hierarchy, setting out facility and service policies for each tier.

OCL service delivery is guided by the Vision Statement:

Our libraries are a focal point of our communities with strong connections to community services, local business and residents. Our facilities are vibrant, welcoming and accessible meeting places where community members of all ages come together to learn, grow, exchange ideas, and enrich their lives. Our libraries offer multifaceted and relevant collections; innovative technologies; and, through skilled and committed staff members, actively engaged communities, governments and other partners, provide programs and services that “make a difference”. The library system contributes to the cultural, educational, social, and economic vitality of the County.

and by the Values Statement:

1. *We will provide excellent service in a welcoming environment.*
2. *We will be responsive to community needs.*
3. *We will encourage and support lifelong learning.*
4. *We will value individual needs, experiences, and differences in a non-partisan, non-judgmental manner.*
5. *We will value tradition and pursue innovation.*
6. *We will continuously build and foster a skilled and knowledgeable staff.*
7. *We value intellectual freedom in an atmosphere of tolerance and respect.*

Each year, the Library Board approves strategic goals and objectives through the Business Plan process. Where possible and practical, library objectives that further the strategic directions set out in the County of Oxford Strategic Plan, and Service Improvement Opportunities coming out of the Services That Work review of County operations, are prioritized. Current and ongoing Service Improvement Opportunities include:

- Libraries as Community Hubs – develop collaborations with community partners to further County strategic initiatives by expanding use of library facilities.
- Library Resource Review – involves the development and implementation of an effective staffing model to address evolving library services and to support succession planning for key vulnerable positions.

PURPOSE

This policy clarifies the service delivery roles of the three tiers of branches: Small; Medium; and

Large. It guides service delivery, resource allocations, and staffing deployment. It commits the library to a culture of continuous learning and employee engagement.

PROCEDURES

Section A Clarification of Service Delivery Roles

1. Tier 1 Small Branches

Small branches serve the following communities: Brownsville, Burgessville, Embro, Harrington, Innerkip, Mount Elgin, Otterville, and Princeton. They:

- a) Create a client-centred atmosphere for the public of Oxford County;
- b) Support the unique nature and needs of the small village communities of Oxford;
- c) Provide library service, community space, a venue for events and displays;
- d) Provide a browsing collection of recreational reading and non-print materials for children, teens, adults, large print readers and patrons in retirement homes;
- e) Provide information resources to support individuals, families, schools, community groups and the business community;
- f) Provide a local service point for selected area municipal and county services and resources;
- g) Contribute event announcements to community newspapers /school newsletters as required;
- h) Provide readers' advisory service through trained staff and/or electronic services;
- i) House published local history materials unique to their community;
- j) Provide access to the system's website collections and resources through public access computers, high speed Internet, access to wireless service, and trained staff;
- k) Provide access to printers, scanners and photocopiers and provide basic instruction to patrons;
- l) Conduct the TD Summer Reading program and limited co-sponsored programs through community partnerships;
- m) Paid programs may be provided.

2. Tier 2 Medium Branches

Medium Branches serve the following communities: Norwich, Plattsville, Thamesford and Tavistock. Medium size Branches build on the service provided by the small Branches and also:

- a) Provide a wider range and larger number of print and non-print materials to meet the general reading needs of all age ranges and the larger population in their communities.
- b) Provide a range of library and co-sponsored programs for all ages to meet community needs;
- c) Provide bookable community meeting rooms and rental space.

3. Tier 3 Large Branches: Ingersoll and Tillsonburg

As the Tier 3 Large libraries in the Oxford County Library system, Ingersoll and Tillsonburg serve the library needs of the Towns of Ingersoll and Tillsonburg and surrounding areas.

Because its facility size falls short of accepted guidelines, the Tillsonburg Library does not have the staffing or work space necessary to serve as a full resource library for the system. The Ingersoll Library has the space and the technical staffing complement required to serve as Resource Library for the system:

a) Collections

- i) by providing the largest and most comprehensive collection of print and non- print materials for all age ranges specifically including non-fiction, fiction, paperback and magazine collections, large print, and audiovisual collections to serve the town populations and branch patrons;
- ii) by housing special collections relevant to the County as a whole including genealogy and local history collections and non-English language collections;
- iii) by administering Interlibrary Loans service (**Ingersoll only**).

b) Programs (includes both Ingersoll and Tillsonburg)

- i) by providing ongoing library programming for children, teens, and adults including co-sponsored programs with community agencies;
- ii) by providing a wide range of paid programs to meet community need and interest;
- iii) by sharing and suggesting programming ideas with the Branch Services Librarian and Branch Supervisors;
- iv) by providing training to Branch Supervisors on conducting the TD Summer Reading Program and advising the Branch Services Librarian about service and activities to support the program.

c) Outreach (includes both Ingersoll and Tillsonburg)

- i) by conducting ongoing outreach with Ingersoll and Tillsonburg community groups, committees, advisory groups and schools;
- ii) by conducting class visits with local schools and hosting visits to the library;
- iii) by serving as a role model for the system by seeking out ways to market and promote the library in the community;
- iv) by providing library materials to homebound patrons.

d) Technology

- i) by providing a dedicated public access computer area supported by trained staff;
- ii) by providing system-wide library technical services including interlibrary loan, request service and cataloguing of designated materials (**Ingersoll**

only);

- iii) by maintaining Oxford County Library's website content regarding the in-house genealogy database **(Ingersoll only);**
- iv) by offering one-on-one and group technology coaching to the public;
- v) by featuring new technologies as learning tools in hands-on, interactive "explore stations".

e) Serving Ingersoll and Tillsonburg Branch Patrons

- i) by providing specialized services such as self-checkout and in-branch lending tablets to meet patrons' needs;
- ii) by providing additional public library services as the larger public space allows, including coffee area, special marketing and display units, magazine/newspaper reading area, local history area, display space for artists, youth zone, children's play area, and quiet study area or rooms.

4. Role of Headquarters in Service Delivery

Oxford County Library Headquarters staff provide service to all Branches in these areas:

a) Collections

- i) by selecting print, audiovisual, and other materials for the system;
- ii) by cataloguing and processing collection materials;
- iii) by assessing all patron Requests for Purchase;
- iv) by annually creating and administering Automatic Release Plans with vendors;
- v) by monitoring demand on titles and acquiring additional copies of bestsellers through a rental program;
- vi) by managing the selection and distribution of the Quick Pick express collection;
- vii) by housing and maintaining a resource book collection of titles of enduring value;
- viii) by monitoring branch collections and directing the exchange of materials to maintain a balanced collection responsive to local needs and usage trends;
- ix) by regularly culling materials to assess for withdrawal;
- x) by selecting, housing, and distributing book club sets and discussion guides;
- xi) by assessing donated items for inclusion in the collection;
- xii) by repairing or replacing damaged, worn materials as warranted;
- xiii) by supervising Library Van Delivery service between branches.

b) Programs

- i) by coordinating paid programming / entertainers through the Branch Services Librarian;
- ii) by providing resources to Branches to support the TD Summer Reading Program;
- iii) by overseeing outreach staff in the delivery of selected programs at Branch locations as demand and resources permit;

- iv) by overseeing the licensing agreements for films and ordering newly released films for Branch film events;
 - v) by advising Branch Supervisors on program development and approving new programming initiatives.
- c) Community Outreach
- i) by liaising with community groups and other library professionals to develop new programming initiatives for Branches
 - ii) by positioning the Library to be an integral part of community development initiatives;
 - iii) by representing the system on committees, organizations, and in the community;
 - iv) by planning and coordinating fund development projects as required.
- d) Technology
- i) by marketing library resources and events through social media, e-mail blasts and other social networking tools;
 - ii) by maintaining website content and working with County IS Team;
 - iii) by troubleshooting patron queries regarding use of e-resources;
 - iv) maintaining a resource library of technology tools, including iPads, tablets, coding and robotics equipment, for deployment for use in Branch programs;
 - v) by creating online video tutorials and instructional tools on the access and use of OCL e-resources.
- e) Training
- i) by assessing individual staff training needs;
 - ii) by identifying workshops, webinars, and other training opportunities for staff;
 - iii) by organizing Staff Development Days;
 - iv) by creating detailed instructional materials on the use of various features of the Integrated Library Software;
 - v) by training and coaching new staff hires and providing ongoing training as required.
- f) Other
- i) by liaising with landlords/ local municipalities on facilities issues;
 - ii) by pursuing facilities improvement projects;
 - iii) by applying for suitable grants and bursaries for special projects;
 - iv) by providing supplies / equipment and display materials to Branches.

5. Role of the Virtual Branch in Service Delivery

The Library's Virtual branch – the Oxford County Library website – enables users to access

library services from anywhere and at anytime. Through the Virtual Branch users can:

- i) access Branch and Library Headquarters information;
- ii) access the Library's policies, procedures and forms;
- iii) access the Library's catalogue and readers' advisory tools, and place holds on library materials;
- iv) use electronic databases;
- v) download digital audiobooks, e-books, movies, television and music files;
- vi) request items for purchase;
- vii) access electronic newsletters for reading suggestions, library information through the blog, Facebook page, Twitter feed, and YouTube channel;
- viii) access the Library's subscription services for lifelong learning, e.g. language learning, sign language, online music and art lessons, general interest courses;
- ix) access community information through link to the County of Oxford website and Information Oxford.

Section B Oxford County Library Collections

Print and non-print collections are provided to meet the library's vision of service. All collections of the Oxford County Library system are governed by the Oxford County Library Collection Development Policy. This Policy serves to provide direction to those responsible for the selection, maintenance and deselection of library materials and to inform the public of the policy guiding selection and deselection. It further outlines a process for the public to submit requests for purchase of library materials and a process for members of the public to express concerns over individual items in the collections.

The Oxford County Library's three-tiered service delivery model defines the scope and focus of the collections in each tier, but Oxford County Library also recognizes and values the unique nature of each branch community and attempts to respond to community preferences for collections based on demonstrated usage and / or requests. A balanced collection must be maintained to ensure that no one viewpoint of special interest group will have an undue influence over the collection profile. The Library encourages and supports lifelong learning through the provision of a variety of collections in print, audio, and electronic formats.

1) Electronic Collections

A large selection of electronic databases is available on the Oxford County Library website for all patrons to access free of charge. Databases are selected to meet the reference and information needs of Oxford County Library patrons.

Downloadable media including e-books, e-audiobooks, e-comics and graphic books, digital music, movies, television, are available to serve the informational and recreational needs of Oxford County Library patrons.

2) Reference Collections

Reference resources are made available in electronic format. Online resources will be chosen over print, for its availability 24/7 and in response to usage patterns. Large and Medium Branches will maintain a modest collection of print reference as warranted.

3) Local History and Archival Collections

The Ingersoll Branch houses and maintains a collection of county-wide local history materials to meet the needs of patrons interested in the local history and genealogical resources of Oxford County. Ingersoll Technicians provide ready reference service by phone and e-mail. Digitization of historically significant documents is undertaken in-branch using a book scanner, and made available on the genealogy page of the Library website.

The Tillsonburg Branch maintains a Local History collection, including both circulating and in-branch use only published titles pertaining to the history of the Town and environs.

Medium and Small Branches may maintain small local history collections of published works pertaining to their local communities. Unpublished, original works will be considered for copying/scanning and subsequent donation to the County Archives or other suitable repository.

4) Hold System

The Hold system is used to make all loanable materials available to all patrons on an equal basis, and the Hold system will treat all pick-up locations equally. Patrons using Small Branches will rely on the Hold system for access to many of the high-demand items and subject-specific non-fiction.

5) Express Collection

To ensure that all branches provide easy access to popular bestsellers, an Express Collection (Quick Picks) is provided at all branches. These are non-holdable, non-renewable, available for a shorter loan period, and carry higher overdue charges.

6) Collection Size

The size of the collection in each branch will be governed by available space and the need to balance all branch functions. Collections will be adjusted as required to allow for the effective operation of all library functions and to accommodate the introduction of new services and technologies, and collaborative spaces.

The square footage of branches in the Small and Medium tiers varies, and the following numbers guide collection sizes for each tier:

Small Branches: 4,000 to 7,000 items

Medium Branches: 8,000 to 15,000 items

Large Branch Ingersoll:	Minimum 30,000 items
Large Branch Tillsonburg:	Minimum 20,000 items

Priority will be given to the Large Branches and Medium Branches in the distribution of new materials. At least one third of the total print collection in each branch will be juvenile materials. Librarian staff will assess the content, size and usage statistics of each branch collection at least once per year. Gaps in collection content will be addressed through the annual budget process. In all branches, access to best sellers will be supplemented through the Library's book rental plan and the Quick Pick express collection. The Library participates in the INFO interlibrary loan program administered by SOLS, by which materials from other systems are borrowed for use by Oxford County Library patrons, and Oxford County Library materials are loaned to other library systems.

Oxford County Library collections "float" between branches, that is, a returned item that had been placed on hold remains at the pick-up branch rather than being sent back to its former "home" location. With floating collections, branches with high volume circulation can become overcrowded. Collection balance is maintained through the use of a collection status spreadsheet. Headquarters librarians use the spreadsheet to design exchanges and read-outs, and branch staff use the spreadsheet to direct ongoing inter-branch exchanges to maintain collection balance. Branch staff will regularly assess collections for worn and dated materials that are no longer relevant to patrons or which require repair. Last copies of books deemed to be of enduring value may be housed in the Oxford County Library Headquarters collection and loaned to patrons as requested.

Section C Oxford County Library Facilities

Oxford County Library is under the management and control of the Oxford County Library Board. The Board sets policy for the operation of the library system and in all other matters adheres to the policies of the County of Oxford. The Board is committed to providing the citizens of Oxford County with excellent service in vibrant, welcoming facilities. The Board operates 14 branch libraries in villages and towns throughout Oxford County. The number and location of service points will be determined by the Board in compliance with the *Public Libraries Act*. Branch Libraries are housed in both free standing and multi-purpose buildings. The Board works in collaboration through agreements and partnerships with the County of Oxford, local municipalities, agencies and other boards to operate Branch Libraries that meet the public library needs of the community and function with maximum efficiency. Opportunities for developing the Branch as a Community Hub should be pursued to maximize the relevance and use of the space. Library administrative staff and County Facilities staff manage library facilities directly and through lease agreements and specific service agreements.

a. Facility Sizes

The Board supports the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum facility sizes but also recognizes that opportunities to improve and enhance Branch Libraries may not always meet these Guidelines and each

opportunity will be evaluated on an individual basis.

Small Branches: Minimum 2,500 square feet of usable library space

Medium Branches: Minimum 5,000 square feet of usable library space

Large Branches: Minimum 10,000 square feet of usable library space

The Board supports the ongoing need to upgrade facilities to meet community need and current legislative requirements through its Strategic Planning process and annual Business Plans.

b. Signage

All Library Branches of Oxford County Library will have free standing signage with the County logo or Library brand and the name of the Branch and the hours of opening adhering to a signage design standard where possible. Signs will be strategically placed at the front of each Branch to identify each Branch and maximize exposure to car and pedestrian traffic. Branch Libraries that do not have sufficient space will have signage affixed to the buildings housing them. Library Branches housed in multi-purpose facilities will also display signage within the building that identifies the location of library space. All branches will have book return depositories.

Signage will be used to identify collections within each Branch. Where space and floor plans permit, non-fiction collections will be displayed using book store models and corresponding signage. Rules of Conduct for patrons and basic circulation policies will be posted in each branch near service desks.

c. Accessibility

The Library will minimize barriers to access for users with physical limitations and disabilities. Large and Medium Branches will be barrier free. Accessibility issues of Small Branches will be the responsibility of the local municipality. Library administration will support local municipalities in their attempts to address accessibility issues through grant applications and other opportunities as they occur.

d. Small Branches

Small Branches of Oxford County Library are located in both free standing and multipurpose locations. In multipurpose locations, common spaces are shared, and library administration makes agreements with other agencies/boards to use rooms for library programming.

Small Branches operate in single room configurations. Small Branches are organized to provide a service desk, an adult area and a children's area. Public use computers are located away from the main traffic flow when possible. Every Branch should have a minimum of three public access computer workstations or tablets/devices, with high-speed access to the Internet and good quality printing, faxing, and scanning capabilities. Wireless Internet will be provided in all Branches. Space is provided for bulletin boards and/or display stands to provide community information to the public.

e. Medium Branches

Medium Branches are preferably located in multipurpose facilities and will have a separate program room for programming and special activities held during library hours. Administrative staff make provision for community use of the program rooms as set out in the Library and Room Rental Policy. Library administration also makes agreements with other agencies/boards with whom the library shares facilities to use and/or rent their rooms for large library programs. Coffee area and lounge seating will be provided as space permits.

Medium branches will have discernable areas designated for adults, young adults, and children. Areas for children will be designed and decorated to be welcoming to children of all ages.

Child-sized furniture will be provided in the children's areas.

f. Large Library – Ingersoll

The Ingersoll Library serves the library needs of the Town of Ingersoll and catchment area and functions as the resource library for the Oxford County Library System. The Large Library has separate adult, children's and youth areas containing collections, comfortable reading areas, study area, and a play area for children. A separate program room is used for adult, youth, and children's programs and community use. A public computer area contains public access computer work stations and space for collaborative learning. Trained staff provide one-on-one assistance as scheduled. A local history area contains local history collections from across the county, microform viewing and printing equipment, a dedicated workstation for genealogical research, and study space. Trained staff assist patrons with questions and searches. Retail-style book display areas, a beverage machine and lounge, and a large newspaper and magazine area adjacent to the adult collections provide comfortable access to popular materials. Art gallery wall space is available to showcase local art. A large circulation area including a self-checkout station is the central focal point for patrons using the Ingersoll Library.

g. Large Library – Tillsonburg

The Tillsonburg Library serves the library needs of the Town of Tillsonburg and catchment area. The Large Library has separate adult, children's and youth areas containing collections, comfortable reading areas, and a play area for children. Two quiet study rooms for small group collaborative study and learning are available, with one being available for pre-bookings and the other on a first-come-first-served basis. A program room is used for adult, youth, and children's programs and community use. A public computer area contains public access computer work stations. Trained staff provide one-on-one assistance as scheduled. A Self-check kiosk is available adjacent to the service desk. A local history area contains local history collections pertaining to the Tillsonburg area, microform viewing and printing equipment, a dedicated workstation for genealogical research, and study space. Retail-style book display areas, a beverage machine, and a newspaper and magazine area adjacent to the adult collections provide comfortable access to popular materials. Art gallery wall space is available to showcase local art.

h. Hours of Service

The Library Board sets branch library hours of opening based on the needs and maximum convenience of residents of local communities and available resources. Hours of service will be posted on the Library's website and on indoor and outdoor signage for the convenience of patrons. The Board supports the Ontario Public Library Guidelines (OPLG) 6th edition which states that all library branches should not be open less than 12 hours per week. Branches will open a minimum of 2 hours for each shift. All Small and Medium branches will be closed Sunday and Monday. Medium branches will be open 25 or 35 hours per week. The Large branches, Ingersoll and Tillsonburg, will be open 60 hours per week. Basic services on Sunday afternoons will be offered during half of the year between Thanksgiving and Mother's Day in Large branches, and the hours schedule will be adjusted to accommodate those additional Sunday hours within the 60 hour week. The Large branches will be available for consultation and emergency backup for Small and Medium branches.

A review of Branch hours may be conducted at any time if circumstances arise which affect service delivery.

Branch staff will advise patrons that the library will be closing 10 minutes prior to closing.

All branches will have book chutes to receive returned materials outside of open hours.

i. Holidays

All Branches of the Oxford County Library System are closed on the following days: New Year's Day; Family Day; Good Friday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day. Branches are not open after 2 p.m. on December 24 and December 31 and may remain closed when those days fall on a Saturday.

j. Emergency Closures

The Board authorizes Branch Supervisors or their substitutes to close a branch in the event of an emergency. All emergency closures are reported to the Branch Services Librarian or CEO. During winter months, patrons will be advised to contact the branch before a visit in case of severe weather or hazardous driving conditions.

In the event of an emergency, staff resources may be reallocated to give priority to ensuring that Medium and Large branches remain open all scheduled shifts.

Section D Computer Service

All Branches of Oxford County Library offer computer services to patrons. The Library maintains a website which contains the web catalogue, on-line databases and current information about library programs and services. Public access computers are available in all branches and on-line public access computers (OPACs) offering the library's web catalogue are available as stand-alone workstations in several branches.

The number of PACs will be assessed based on demand and available space. Workstations

may be replaced with laptops or tablets for public in-library use. Small tier one branches should have a minimum of three public access computers. The Medium tier two branches should have a minimum of five public access computers. The tier three Large branches provide dedicated computer resource areas and Chromebooks for in-branch use.

Children's areas in tier two and tier three branches provide Early Literacy Stations to introduce preschool children to computers and literacy-based programs.

High-speed Internet access, wireless Internet service in all branches, quality printing, scanning, and faxing equipment enable patrons to locate and retrieve information in a seamless and timely fashion. Staff provide one-on-one and group technology training and coaching in the Large branches and may offer similar programs on occasion in Medium and Small branches as the need warrants and resources permit.

Staff in all three tiers will be trained to provide basic assistance with technology and will refer complex technological issues to the Large branches or will recommend other resources, including free technology courses available through the Library e-subscription services.

Free use of public computers is available during regular library hours to anyone who has an active Oxford County Library card and signs the Library's Computer Use Agreement form. Access to the Library's web catalogue and most resources on the website is available remotely to patrons using their library card and PIN.

Patrons are charged per page for printing. There are a limited number of free exceptions for job seekers.

The Oxford County Library Board approves policy governing the use of computers and internet resources. (Computer Use and Public Internet Access Policy) Ongoing review of technology trends by staff and IS Support Services from the County of Oxford and the Library's Integrated Library System Consortium enable the Library to provide proactive, innovative and responsive computer and technology service to patrons.

Section E Readers' Advisory Service Policy

Readers' Advisory is a one-on-one process of matching readers with materials that meet their reading, listening, or viewing interests. It involves collection knowledge, readers' services skills and good conversation. As a fundamental library service, Readers' Advisory fosters an environment where reading is a valued activity, and advocates for the importance and joy of reading in the community.

- 1) All Branches of the Oxford County Library offer one-on-one Readers' Advisory Service by trained staff during open hours and 24/7 on the web catalogue and social media.
- 2) Readers' Advisory Service is available to all patrons served by the library. It is not necessary to have an Oxford County Library card to obtain Readers' Advisory assistance.
- 3) Oxford County Library provides RA web tools and engages with users virtually to build

interactions and a reading community.

- 4) Branch staff are trained to have the skills and abilities to provide Readers' Advisory Service to patrons of all age ranges. Staff utilize all elements of the web catalogue in order to meet the user's content and format preferences.
- 5) In-house materials such as booklists, read-alikes, signage and displays are prepared at Headquarters and the Large Branches and shared among branches as needed.

Section F Reference and Information Service Policy

Reference and Information Service in the public library facilitates access to information. Reference Service is a process by which trained library staff endeavour to satisfy the information needs of individual library users by accurately identifying the information they require and then either guiding them to the most appropriate information sources or providing the information itself.

- 1) All branches of the Oxford County Library offer one-on-one Reference and Information Service during regular library hours.
- 2) Reference and Information Service is available to all persons served by the library. It is not necessary to have an Oxford County Library card to obtain Reference and Information assistance from staff.
- 3) The Library website provides links to authoritative sources and organizes those links intuitively for ease of use.
- 4) Branch staff are trained in the provision of Reference and Information Service and use all available resources to assist patrons. In-depth or complex questions are referred to the Ingersoll or Tillsonburg branches. Branch Pages refer all reference questions to the Branch Supervisor or designate.
- 5) Reference and Information Service is offered to the public during open hours in a variety of situations. The Library accepts questions from the public in person, by telephone, by mail, by e-mail, and through the website and social media.
- 6) Staff seeks out, evaluates, and purchases information resources in print and electronic format to meet the information needs of its communities.

Section G Outreach and Collaboration

The Library engages the community through programs that support lifelong learning, social and community development, creativity and innovation. The Library proactively collaborates with County departments and community partners to identify individuals and groups not adequately served in order to develop a variety of programs that meet the literacy needs of target audiences. The Library will design and implement outreach services and library programs for targeted groups (seniors, new Canadians, job seekers) that offer information, special skills, or entertainment.

All outreach and programming efforts will be aligned with the Library's overall goals and objectives.

The Library will proactively consider service delivery initiatives that forward the “Libraries as Community Hubs” Service Improvement Opportunity and that complement existing community services. These could include multi-uses of library facilities, branches as outreach locations for County services, and mobile service delivery.

1) Service Partnerships

Partnerships with community groups, agencies, governments, and businesses are mutually beneficial agreements that assist the library and participating organizations in the delivery of service to a targeted audience. The Board recognizes that Outreach is a critical part of library work and that other agencies in the community share aspects of the library’s vision of public service. Staff are directed to explore opportunities to enhance and adapt service through partnering with community groups and public or private sector agencies to meet the service goals of the library. Partnerships may include the sharing of library space and materials to provide programming and other events for the public in Branches and other shared facilities. It also includes becoming part of outreach programs and initiatives of government and the private sector where there are mutually beneficial results anticipated.

Staff will develop contacts between the Library and other service providers. The CEO will negotiate shared service agreements as opportunities arise and will be responsible for implementing, monitoring and updating agreements. These services will be mutually beneficial to both the Library and its partner(s).

2) Outreach/Mobile service locations

The Library will consider strategic alternate service delivery models that can reach hard-to-serve target audiences to provide services that address identified needs. This could include pop-up library locations, lending kiosks, outreach presence at schools and public meeting places.

3) Volunteers

The Oxford County Library Board acknowledges the knowledge and experience of adults and youth in Oxford County and provides opportunities for them to volunteer with the Library. The sharing of talents, skills and experiences will enhance programs and build community connections. It is only through community engagement that a broad range of Library programs and shared space opportunities can be offered in tier one Branch communities.

4) Long Term Care Homes and Assisted Living Facilities

Oxford County Library is committed to serving people with diverse needs and strives to maintain strong connections with all residents of the County. To this end, Oxford County Library provides services to borrowers who reside in long term care facilities and assisted living facilities and to borrowers in their own homes who are unable to visit a Branch. Library staff provide customized selection services for individuals registered for this service. Staff assisted by volunteers deliver materials to the individuals in the homes.

In addition to the provision of Large Print material and audiobooks, staff will provide e-book or e-

audiobook download service onto the registered user's device.

The Library offers a limited number of CNIB Daisy Readers on loan to any registered user requiring this technology.

5) Advisory Committees – Friends of the Library

The Oxford County Library System depends on its branches having the support of the community served by the Branch and requires excellent communication with each community. One means of supporting communication may be the establishment of a Friends of the Library group. *[See Advisory Committees/Friends of the Library Board Governance Policy.]*

Among the Roles of a Friends Group is to hold special events; assist staff through the provision of volunteer help; advise the Board on ways to improve library service to the community. In these ways, a Friends Group can be a powerful advocate and ally in the development and implementation of quality programs and service that are responsive to individual Branch communities.

Section H Oxford County Library Programming

Definition: Programming refers to recreational, educational or cultural group events or activities provided by the library. Programs may be aimed at children, young adults, adults, seniors, or a combination of age groups. They can take place in the library, and/or in the community, and/or online. They can be on-going, in a series, or one-time events. Programs are used to provide information, increase awareness and promote use of the library's services. (Source: Ontario Public Library Guidelines, 6th Edition.)

Library programs promote community participation and life-long involvement in cultural, educational, and recreational activities. Programming builds traditional literacies and new literacies. Determining programs forms part of the annual Business Plan and Budget process.

1) Small Branches

Small Branches provide basic programming to families outside of the regular operating hours of the Branch, based on demonstrated community need and subject to the availability of resources. Library programming will not duplicate similar programming offered by other county and community agencies. Wherever practical, library facilities will be offered as locations for programming run and staffed by other county and community agencies, e.g. Early Years.

Opportunities for facilitating outreach programming with outside agencies will be pursued to respond to community need. These co-sponsored programs will have little or no financial cost to the Library.

A limited number of paid programs for children/families will be offered throughout the year based on budget allocation and are planned collaboratively between branch staff and the

Branch Services Librarian. Special adult programs will be offered based on demonstrated community need. Financial support from the public or other forms of community engagement such as sponsorships may be required in order to offer adult programs.

Small Branches offer the TD Summer Reading Program and plan programs to support the theme and content of this province-wide literacy initiative.

All programming must be approved by the CEO or designate.

2) Medium Branches

Medium Branches offer program rooms allowing programs to occur during library open hours. Medium Branches build on the level of programming offered in Small Branches by offering programs for all age ranges in the community. They offer a broader range and greater number of children's programs and try new initiatives to meet the programming needs of the larger populations they serve. Programs are offered regularly throughout the year, and staff partner with community agencies to provide programming.

All programming must be approved by the CEO or designate.

3) Large Branches – Ingersoll and Tillsonburg

As the Large Libraries in the Oxford County Library System, Ingersoll and Tillsonburg have both system and town Branch responsibility for programming. Specialized program staff plan and conduct a wide range of library and co-sponsored programs for children and youth on a year-round basis. Program staff provide guidance and leadership to Small and Medium Branches in planning the TD Summer Reading Program. Ongoing adult programming based on community need and interest is offered regularly. Sponsorship and community engagement are encouraged.

All programming must be approved by the branch Librarian.

Section I Performance Standards

Performance standards provide the Board with specific criteria against which to measure library service. They paint a clear picture of the library and supplement traditional statistical measures. Standards are the minimal expectations of service that provide focus and direction. Application of some standards will vary with local circumstances as the library communities in Oxford vary in size and population.

1) Service and Collections

- a) Every library is part of the delivery system which moves materials from one location to another. Library users receive requested available items within 3 – 5 working days.
- b) The library reorders popular books when the number of holds placed by the public reaches 6.

- c) Each branch will have an up to date collection with a minimum of 40% of the collection published within the last 5 years.
- d) At least 10% of the total collection in each branch will be in non-print formats.
- e) Each branch will provide large print books and the library will purchase one copy of all new popular fiction in the large print format.
- f) Each branch will have two thirds adult material and one third juvenile and youth materials.
- g) 60% - 70% of branch collections will be fiction books.
- h) Each branch should generate a minimum of 8,000 circulations per year.
- i) Visits to the library are indicated by tier. Small Tier 1 branches should have a minimum attendance of 3,500 visitors per year. The Medium Tier 2 branches should have a minimum attendance of 10,000 visitors per year. Ingersoll and Tillsonburg, the large Tier 3 branches, should have a minimum attendance of 50,000 visitors per year.
- j) In the catchment area for each branch, 20% - 25% of the population should be registered borrowers.

2) Staff Development

In-house development opportunities are offered 4 - 5 times per year through staff days. Outside training is offered through courses and web based training.

Section J Succession Planning and Staff Development

Section J: Succession Planning and Staff Development sets out priorities that lead the library's organizational strategies for building and maintaining an effective staff team and service excellence.

Staff recruitment and selection, performance management, and training and professional development are guided by two foundational documents: the County of Oxford's Competency Framework and the Oxford County Library Values Statement.

Values provide the base for identifying competencies. When emphasized and reinforced, values become part of the organization's culture. Enduring values should reflect the library's vision, goals, strategic directions and give structure to its plans moving forward. Values-based organizations are well equipped to anticipate and adapt, to embrace opportunities and to manage change.

1) Core Competencies of the Individual Contributor:

Strategic Thinking

- plans and adjusts work based on a thorough understanding of requirements and priorities and seeks clarification and direction, as appropriate.

Fostering Innovation

- contributes to a culture of innovation and continuous improvement.

Service Excellence and Teamwork

- is dedicated to meeting the expectations and requirements of internal and external customers.

Accountability and Integrity

- models and builds a culture of respect for people and public service principles.

2) Core Competencies of the Professional:

Strategic Thinking

- knowledgeable in current and possible future policies, practices, trends, technology, and information affecting the department and organization.

Fostering Innovation

- demonstrates the ability to achieve creative, efficient solutions for clients.

Service Excellence and Teamwork

- uses client feedback to make changes in work processes and procedures and personally commits to resolving any customer issues.
- participates in teambuilding and working towards achieving team objectives.

Accountability and Integrity

- values and encourages teamwork through daily actions and by soliciting feedback from all levels of the organization.

Professional level staff have an obligation to support individual contributors under their supervision in achieving core competencies.

3) Key priorities:

a) Resiliency (Change Management)

Staff must understand that change is necessary and vital.

Staff at all levels must be engaged in the development of organizational objectives. The impacts of change are understood through communication and engagement. To gain staff buy-in of new initiatives and changing practices, a clear vision and purpose for the proposed change should be tied to the overall goals and values of the organization.

b) Collaboration

Opportunities to work in more than one branch should be offered to interested branch staff. Exposure to additional branch communities, and different branch tiers, will increase staff understanding and perspective on system-wide issues.

Opportunities to work on functional project teams should be provided, based on staff skill and interest.

c) Communication

Regular group meetings should occur to provide branch staff, particularly those who work in small branches, an opportunity to network with other staff, to discuss common issues, brainstorm solutions, receive updates on system developments, and bring the branch perspective to service planning.

d) Leadership Development

Emerging leaders should be provided with leadership opportunities where appropriate to promote bench strength and prevent the loss of high potential employees. Individual development plans and mentorship opportunities should be pursued.

To: Oxford County Library Board

From: CEO/Chief Librarian

Indigenous Awareness and Reconciliation Statement

RECOMMENDATION

1. That the Library Board approve the *Indigenous Awareness and Reconciliation Statement* as attached to Report No. 2022-32.

REPORT HIGHLIGHTS

- This *Indigenous Awareness and Reconciliation Statement* is the product of collaboration among the Library's Diversity, Equity and Inclusion Committee, former staff members and an Indigenous Elder.
- This statement is a first step toward reconciliation, providing staff direction to continue working with the local indigenous community on future changes to this statement and on real action to bring this statement to life.

Implementation Points

The new *Indigenous Awareness and Reconciliation Statement's* Land Acknowledgement will be used by library staff at the beginning of all programs and events for teens and adults. The statement will be used at the beginning of children's programs where appropriate until a child friendly statement can be drafted.

The Land Acknowledgement should also be delivered at the beginning of Library Board meetings by the Board Chair.

Library staff will also draft a *Commitment to Reconciliation Plan* to the Library Board during the next term. This plan will outline how Oxford County Library intends fulfill the commitments included in the *Indigenous Awareness and Reconciliation Statement*.

Financial Impact







There is no financial impact beyond what has already been approved in the current year's operating budget.

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CORPORATE SERVICES
Board Date: October 17, 2022

Communications

Pursuant to Board approval, the statement will be posted on the website and the Board and staff will begin to use the Land Acknowledgement within this report.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
				5.ii.	

DISCUSSION

Background

In 2007, the Government of Canada established the Truth and Reconciliation Commission (TRC). The TRC spent six years hearing from former students, their families and their communities as witnesses of the trauma caused by the Residential School System. In 2015, the TRC released their final report resulting in *94 Calls to Action* to further reconciliation between Canadians and the Indigenous Peoples.

In 2017, the Canadian Federation of Library Associations (CFLA) released a *Truth and Reconciliation Committee Report and Recommendations*. The report included 10 recommendations for the CFLA to commit to Truth and Reconciliation, including the endorsement of a CFLA *Position Statement on Library and Literacy Services for Indigenous Peoples of Canada* and to encourage libraries, archives and cultural memory institutions to implement the *94 Calls to Action*.

In order to further reconciliation, the Ontario Public Library Guidelines Council requires that all accredited libraries have an Indigenous Awareness and Reconciliation policy that includes: a land acknowledgement, a section on collection development and a plan for reconciliation and library services for indigenous peoples.

Comments

The first draft of the *Indigenous Awareness and Reconciliation Statement* was created by a former staff member and an Indigenous Elder prior to 2022. Since that time, the library's Diversity, Equity and Inclusion Committee worked with the County of Oxford's Diversity, Equity and Inclusion Officer to create the statement as attached.

The DEI Committee, submitted the statement to senior library management with the request that the document remain under continuous review as they look to create meaningful partnerships within the Indigenous community of Oxford County to advance reconciliation.

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Board Date: October 17, 2022

Library staff and the DEI Committee will also work to create a *Commitment to Reconciliation Plan* to bring accountability to the commitments made within the *Indigenous Awareness and Reconciliation Statement*.

Conclusions

The new *Indigenous Awareness and Reconciliation Statement* should be seen as Oxford County Library's first step toward meaningful change and commitment to reconciliation. The statement should be reviewed annually to remain relevant and meaningful.

SIGNATURE

Departmental Approval:

Original Signed By

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENT

Attachment 1: Indigenous Awareness and Reconciliation Statement, 2022



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Board Motion Number:	2022-32	Date of Review:	2023
Date Approved:		Chairperson's signature:	

Indigenous Awareness and Reconciliation Statement

BACKGROUND

The Oxford County Library recognizes the unique knowledge, teachings, languages and cultures that have always existed on Turtle Island and the debt that Canadian settlers have to Indigenous Peoples. We wish to express our gratitude to Indigenous Peoples as fellow knowledge keepers and storytellers as well as our commitment to do the work involved in reconciliation.

Oxford County Library will seek to implement practices and policies that lead to understanding and inclusion. By doing so, the library aims to show respect to Indigenous Peoples and their cultural protocols. The library strives to decolonize library collections and services and to further the goal of reconciliation as outlined in the Truth and Reconciliation Commission.

PURPOSE

Oxford County Library seeks to provide welcoming and inclusive spaces, services and collections to Indigenous peoples. The library will be mindful of Indigenous communities, individuals and the goal of reconciliation when writing policies, developing procedures and planning programs and services.

LAND ACKNOWLEDGEMENT

We (I) acknowledge that the land on which we gather is the ancestral lands of the Ho-de-no-sau-nee-ga (Haudenosaunee), Anishinabewak, Attiwonderonk (Neutral) and Mississaugas of the Credit First Nation. This land is shared with us through a treaty relationship governed by the Upper Canada Treaties.

As co-inhabitants of Turtle Island we are grateful for the opportunity to meet here and we thank all the generations of people who have taken care of this land. May we be careful stewards of the land like those who came before us.

COMMITMENTS TO RECONCILIATION

Oxford County Library commits:

- To communicate with respect for Indigenous Peoples and for the land that we share
- To seek opportunities for cooperation and partnership that supports Indigenous wisdom, experiences and knowledge in the library
- To collect and organize materials that make Indigenous stories and knowledge accessible to all
- To engage staff in learning experiences that create a path for reconciliation
- To embrace the principles as outlined in the Truth and Reconciliation Commission Report



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Board Motion Number:	2022-32	Date of Review:	2023
Date Approved:		Chairperson's signature:	

Through the above expressions of recognition and respect the library seeks to endorse all treaty peoples (Indigenous Peoples and Settlers) to come to a place of reconciliation and understanding.

These statements reflect our best attempt to articulate the desire for reconciliation and will be updated as we learn and grow in the work of reconciliation.

To: Oxford County Library Board

From: CEO/Chief Librarian

Diversity and Inclusion Policy

RECOMMENDATION

1. That the Library Board approve the new *Diversity and Inclusion Policy*, as attached to Report No. 2022-33.

REPORT HIGHLIGHTS

- The new *Diversity and Inclusion Policy*, Attachment 1, was drafted by the library's Diversity, Equity and Inclusion Committee.
- As with the Indigenous Awareness and Reconciliation Statement, the Committee views this policy as a first step toward a library commitment to diversity, equity and inclusion. Staff will continue to develop the policy throughout the next year as staff introduce a new Service Delivery Model.

Implementation Points

The new *Diversity and Inclusion Policy* will be distributed to staff, once approved. Library Leadership will also review policy highlights with staff in upcoming staff meetings.

The library DEI Committee will also create a plan to regularly review library practices and policies to ensure alignment with the *Diversity and Inclusion Policy*.

Financial Impact







There is no financial impact beyond what has already been approved in the current year's operating budget.

Communications

Pursuant to Board approval, the policy will be posted on the website.

Report No: 2022-33
CORPORATE SERVICES
Board Date: October 17, 2022

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
				5.ii.	

DISCUSSION

Background

In 2008, the Canadian Library Association (CLA) approved a *Position Statement on Diversity and Inclusion*, Attachment 2. That statement, was adopted by the Canadian Federation of Library Associations (CFLA) after the dissolution of CLA. The statement calls out libraries responsibilities for contributing to a culture “that recognizes diversity and fosters social inclusion.”

In 2020, CFLA approved the *COMMUNIQUÉ on Anti-Black Racism*, Attachment 2, as a response to the events happening across North America involving violence against racialized communities and the Black community in particular. The Communiqué went further and acknowledged the inequity and systemic racism that exists within library systems and the profession.

The 2022 edition of the Ontario Public Library Guidelines requires that the “public library recognizes and embraces the diverse nature of every Ontario community” by endorsing a statement on diversity that includes: “1) assessed the barriers to accessing its services through an inclusion lens; 2) created a collection development policy statement regarding the inclusion of diverse materials that enables a broad range of authors, content creators and experiences to be included and highlighted; 3) and actively promotes collections and services of a diverse nature.”

The *Diversity and Inclusion Policy* looks to fulfill the requirements by the Ontario Public Library Guidelines Council, while committing the library to strive to become a more diverse and inclusive environment for staff, customers and volunteers.

Comments

The library’s 2022 Business Plan includes a goal to “Utilize Social Inclusion practices to review service-related policies” and to “Incorporate Diversity, Equity and Inclusion (DEI) framework.” The attached *Diversity and Inclusion Policy* brings those goals into practice by:

- Defining diversity, equity and inclusion;

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- Providing clarity on how a DEI framework will impact the library's collections, services and spaces.
- Creating a commitment to upholding the values of diversity, equity and inclusion within library services and activities.

Conclusions

The new *Diversity and Inclusion Policy* will support Oxford County Library's commitment to creating welcoming spaces, collections, services and programs that support the ideals of diversity, equity and inclusion for the library's customers, volunteers and staff.

SIGNATURE

Departmental Approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1: Diversity and Inclusion Policy, 2022

Attachment 2: Position Statement on Diversity and Inclusion, Canadian Federation of Library Associations

Attachment 3: Communiqué on Anti-Black Racism, Canadian Federation of Library Associations



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Board Motion Number:	2022-33	Date of Review:	2023
Date Approved:		Chairperson's signature:	

Diversity and Inclusion Policy

BACKGROUND

Oxford County Library values diversity and social inclusion in a respectful and welcoming environment for all staff, volunteers and customers. The library aims to create services and spaces that diverse communities recognize as respectful, inclusive, relevant, and accessible.

The Oxford County Library Board endorses the Canadian Federation of Library Association's *Position Statement of Diversity of Inclusion* (2008) as well as the *Communiqué on Anti-Black Racism* published on June 9, 2020.

PURPOSE

This policy outlines how the library will work to become a diverse and inclusive environment for library staff, volunteers and customers.

PROCEDURES

Definitions

Diversity is the range of human differences, including but not limited to race, ancestry, place of origin, citizenship, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, mental ability, education, and political beliefs.

Equity is the delivery of services in a manner that is just and fair, recognizing that services that are delivered equally do not ensure equity. This delivery must consider the unique needs and histories of those served.

Inclusion is the act of creating environments or spaces in which any individual or group feels welcomed, valued, respected, supported and can fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people.

Collections

Oxford County Library recognizes its responsibility to provide access to material created by diverse authors and creators. With an aim to creating diverse and inclusive collections the library will:

- a. Seek content created by, and representative of, underrepresented and systemically oppressed groups and those protected by *The Canadian Charter of Rights and Freedoms* (1982).
- b. Apply an inclusive approach on how materials and resources are catalogued, labeled, displayed, promoted, and withdrawn.
- c. Advocate for inclusive and anti-oppressive cataloguing standards and strive to eliminate systems oppression found in library classification.

Services



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Board Motion Number:	2022-33	Date of Review:	2023
Date Approved:		Chairperson's signature:	

The library aims to provide services, materials, information, and programs that reflect diverse views and experiences. The library encourages feedback from its members to suggest programs and services of interest to the community including those that reflect diversity and support social inclusion.

Spaces

OCL aims to provide welcoming and safe spaces that embrace a diversity of abilities, perspectives, and interests in accordance with the Library's Service Delivery Policy.

Commitment

The library reviews its inclusion, diversity, equity, accessibility, and anti-racism practices regularly to consider the addition of other library activities, programs, services, collections, and spaces as well as to remove any barriers to access that may exist. The library offers staff training opportunities when available to help strengthen understanding and build support for equitable and inclusive services.

References and Related Documents:

Oxford County Library Policies

Oxford County Library. (2022, June). *Library Code of Conduct*.

https://www.ocl.net/en/library/resources/Your-OCL/Policies/Code-of-Conduct_2022.pdf

Oxford County Library. (2022, October). *Library Mission, Vision and Values statement*.

Oxford County Library. (2022, June). *Collection Development Policy*.

https://www.ocl.net/en/library/resources/Your-OCL/Policies/Collection-Development-Policy_2022.pdf

Oxford County Library. (2022, September). *Information and Readers' Advisory Services Policy*. <https://www.ocl.net/en/library/resources/Your-OCL/Policies/Information-and-Readers'-Advisory-Policy-2022.pdf>

Oxford County Library. (2022, October). *Programming and Outreach Policy*.

Oxford County Library. (2017, May). *Service Delivery Policy*.

<https://www.ocl.net/en/library/resources/Your-OCL/Policies/Service-Delivery-Policy-2017.pdf>

Legislation

Canadian Charter of Rights and Freedoms, Part 1 of the *Constitution Act*, 1982, being Schedule B to the *Canada Act 1982* (UK), 1982, c.11, s. 2(b) and s. 7.

Human Rights Code, R.S.O. 1990, c. H. 19.

Public Libraries Act, R.S.O. 1990, c. P. 44.



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Board Motion Number:	2022-33	Date of Review:	2023
Date Approved:		Chairperson's signature:	

Position Statements

Canadian Federation of Library Associations. (2008). *Position Statement on Diversity and Inclusion*. <http://cfla-fcab.ca/en/guidelines-and-position-papers/position-statement-on-diversity-and-inclusion/>

Canadian Federation of Library Associations. (2020, June). *Communiqué on Anti-Black Racism*. <http://cfla-fcab.ca/en/uncategorized/communique-on-anti-black-racism/>

✉ info@cfla-fcab.ca

Position Statement on Diversity and Inclusion

Acknowledgment - Canadian Library Association (CLA), Approved May 25, 2008



The Canadian Federation of Library Associations (CFLA-FCAB) believes that a diverse and pluralistic society is central to our country's identity. Libraries have a responsibility to contribute to a culture that recognizes diversity and fosters social inclusion.

Libraries strive to deliver inclusive service. Canada's libraries recognize and energetically affirm the dignity of those they serve, regardless of heritage, education, beliefs, race, religion, gender, age, sexual orientation, gender identity, physical or mental capabilities, or income.

Libraries understand that an acceptance of differences can place individual and collective values in conflict. Libraries are committed to tolerance and understanding. Libraries act to ensure that people can enjoy services free from any attempt by others to impose values, customs or beliefs.

Send Feedback

[contact-form to='info@cfla-fcab.ca' subject='Canadian Guidelines on Library and Information Services for Older Adults']
[contact-field label='Name' type='name' required='1']
[contact-field label='Email' type='email' required='1']
[contact-field label='Comment' type='textarea' required='1']
[/contact-form]

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Approved June 5, 2020

COMMUNIQUÉ on Anti-Black Racism

The Canadian Federation of Library Associations - Fédération canadienne des associations de bibliothèques (CFLA-FCAB) condemns racism, white supremacy, and all systems of oppression which continue to deny citizens equitable treatment and justice in contemporary society. Recent events in the United States and in Canada have clearly demonstrated that racialized members of society are more at risk of mistreatment by the law enforcement system. We recognize the particular emotional burden on our Black colleagues and community members at this time.

CFLA further condemns all forms of violence and acknowledges that racialized people continue to be subject to greater negative police intervention. CFLA acknowledges the recent murders of George Floyd, Breonna Taylor, Ahmaud Arbery in the United States, and the death of Regis Korchinski-Paquet in Canada, as well as the many others.

Twenty-first century libraries strive to be safe, respectful, and welcoming spaces, and library buildings and virtual spaces act as important community hubs and spaces of innovation, of learning, and of refuge. Libraries aim to provide equitable access to information resources, physical and digital resources, and engage in community and academic partnerships, and community outreach. Libraries have the ability to lift up citizens at all stages of life, providing access to accurate information, technology, and vital programming

At the same time, we acknowledge that inequity exists in Canada. Systemic racism also continues to exist within our library systems, and in our profession. Inequity is present in the lack of representation of racialized people of colour in books and resources, including as authors, and inequality is present in our systems of organization and access, and programming. We acknowledge the lack of racialized people in our professional associations. CFLA commits to fulfil the goals of equity and inclusion we have enshrined in our Position Statement on [Diversity and Inclusion](#). As an organization we recognize we have gaps in our work in the area of diversity and inclusion and will be taking concrete steps to ensure this is no longer the case.

As we begin the month of June, a month marking both the celebrations of Pride and National Indigenous History month across Canada we want to recognize the challenges and discrimination faced by Black colleagues and community members with identities which intersect with LGBTQ2S and Indigenous identities.

Sharing stories, engaging in learning, and building knowledge are important aspects of dismantling racism and libraries can provide important spaces for the interaction of ideas and the support of civil society. CFLA-FCAB commits to continue to advocate for equity in access to information and support for libraries across Canada and calls on libraries of all types to continue to play a part in fostering a more just, equitable, and inclusive society.

For more information please contact:

Julie McKenna
Chair, CFLA-FCAB
jmckenna@reginalibrary.ca

To: Oxford County Library Board

From: CEO/Chief Librarian

County of Oxford Electronic Monitoring Policy

RECOMMENDATION

1. That the draft County of Oxford Electronic Monitoring Policy No. 8.14, pending adoption by Oxford County Council on October 26, 2022, be approved by the Library Board, effective October 11, 2022.

REPORT HIGHLIGHTS

- The County of Oxford's Electronic Monitoring Policy will be presented to County Council at the October 26th meeting. Once approved, the policy will be included in the County's General Policy Manual as policy number 8.14.
- Formal adoption of County Policies as included in the General Policy Manual fulfills requirements of *The Public Libraries Act*, R.S.O. 1990, c. P.44, the *Employment Standards Act*, 2000, S.O. 2000, c. 41 and ensures compliance with the *Ontario Public Library Guidelines (2022)*.
- As part of the *Working for Workers Act, 2022* the Ontario's *Employment Standards Act, 2000* was amended to include a requirement for all employers with 25 or more employees to establish and maintain an Electronic Monitoring Policy, effective October 11, 2022.
- Purpose of the policy is to establish a framework to examine electronic monitoring from the security, privacy and systems security perspective.

Implementation Points

Once approved by County Council, the Electronic Monitoring Policy will take effect as of October 11, 2022.

Financial Impact







There is no financial impact beyond what has already been approved in the current year's operating budget.

Communications

Pursuant to Board and County Council approval, the policy will be communicated to staff in accordance with legislative requirements, including but not limited to posting on the County's intranet or printed copies for staff unable to access the intranet.

Report No: 2022-34
CORPORATE SERVICES
Board Date: October 17, 2022

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
				5.ii.	6.i.

DISCUSSION

Background

On April 11, 2022, the *Working for Workers Act, 2022* received royal assent, legislating change to the *Employment Standards Act, 2000* that requires employers who have 25 or more employees to establish and maintain an electronic monitoring policy, as long as they continue to meet the threshold of having 25 or more employees.

A County Library, as part of the *Public Libraries Act*, R.S.O. 1990, c. P. 44, s.7 (7), is also understood to be a “corporation” under the management and control of a board. As such, the Library Board must meet all requirements of an employer under the *Employment Standards Act, 2000*, S.O. 2000, c. 41. As such, the Library Board must pass a written policy on electronic monitoring.

As the October 17, 2022 Library Board meeting is the final meeting of the current board, the draft policy has been provided by the Director of Corporate Services for approval prior to approval of County Council on October 26, 2022.

Comments

The *Working for Workers Act, 2022* was introduced in response to the increase of electronic monitoring of employees working remotely during the pandemic. The reliance on electronic monitoring during the pandemic increased the awareness of tools and technology available to employers. As such, employers now recognize the many other practical applications such as system security, health and safety, physical security and other uses beyond keeping tabs on employee productivity. The Library has been using electronic monitoring tools, for example, to keep staff safe when working alone.

The draft Electronic Monitoring Policy, was developed with in-input and responsibilities to the following County Departments: Corporate Services – IT and Legislative Services; Human Resources; and Public Works – Facilities. A copy of the draft policy has been provided to the CEO/Chief Librarian to assess its application to Library services and for the purpose of ensuring compliance of the Board’s legislative requirements. At the time of circulating this report, the draft policy is in its final stages of review, therefore will not be published for public access until the October 26 County Council agenda is published. Nevertheless, the CEO/Chief Librarian will be provided an opportunity to review the final draft prior to publication for County Council’s consideration to ensure it remains suitable for the County’s Library services.

Report No: 2022-34
CORPORATE SERVICES
Board Date: October 17, 2022

Conclusions

The adoption of the County of Oxford's Electronic Monitoring Policy aligns with previous adoption of all General Policy Manual policies and forms in the 2022-12 Resolution as part of the June 20, 2022 meeting.

SIGNATURE

Departmental Approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

CityLab
Government

The Battle to Save Democracy Starts at the Local Library

As efforts to ban books in the US grow, so do attacks on libraries. There's a reason anti-democracy extremists keep targeting these crucial civic institutions.



The Reading Public Library in Reading, Pennsylvania, in September 2020. *Photo by Ben Hasty/MediaNews Group/Reading Eagle via Getty Images*

By Brooks Rainwater

September 20, 2022, 11:23 AM EDT

In August, voters in Jamestown, Michigan, chose to defund the small township's library rather than allow certain books to be read.

Like many other similar recent culture-war attacks against libraries, this one centered on the availability of LGBTQ-themed material: After the board of the Patmos Public Library refused to ban a memoir by the nonbinary writer and artist Maia Kobabe, local conservative groups launched a campaign against the library and its staff, ultimately leading to the defeat of a property tax measure that the library depends on for most of its funding. While donations in support have poured in from around the world, the library may be forced to shut its doors next year.

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Similar stories have emerged from Llano County, Texas, where the head librarian at the Kingsland Branch Library lost her job rather than remove books, including a biography of a transgender teen, that some residents deemed objectionable. At the Campbell County Public Library in Wyoming, residents sought to bring charges against the library director and board for the crime of “offering for dissemination obscene material,” because there were books on the shelf like “Dating and Sex: A Guide for the 21st Century Teen Boy” and “How Do You Make a Baby?”

The battle to protect democracy is a global struggle playing out at the local level, and libraries have landed on the front lines. These are places that help people to understand the wider world and move beyond their political and social bubbles. At a time when democratic norms are under sustained attack in the US and around the world, the need

for openness to new ideas is greater than ever.

At the Urban Libraries Council (ULC), the organization I lead as chief executive officer, we strongly support libraries across North America as they face these extreme challenges. ULC provides a forum for library leaders to share best practices and ideas that inspire programs that support learning, a strong economy and an active democracy.

The American Library Association (ALA) tracked 729 challenges to library, school, and university materials and services in 2021, resulting in more than 1,597 individual book challenges or removals – the highest numbers the ALA has seen in the 20 years it has compiled these numbers. The preponderance of books targeted were about Black or LGBTQ+ people. Of the top 10 most-banned books, five of them regarded LGBTQ+ topics.

According to an April report from PEN America, more than two dozen states banned books in the last year, but just three states account for 87% of the total banning incidents: Texas, Pennsylvania and Florida. Nearly half of these incidents were at the behest of directives of state officials and elected lawmakers primarily focused on books dealing with race and sexuality. In Florida, for example, after lawmakers passed a “Parents’ Bill of Rights” law, public schools in Collier County placed parental warning labels on more than 100 books.

Again, these books are primarily on race and LGBTQ+ issues – many by prominent authors like Toni Morrison, Maya Angelou, and Ibram X. Kendi. This institutionalized silencing of Black voices prevents a whole swath of America from learning who we are as a country and creates roadblocks for young people of color and LGBTQ+ youth to hear from voices representative of their life experience.

Book bans and political skirmishes over access and censorship are hardly new. What has changed, however, is the ferocity of the attacks, the scale of the bans, and the institutionalization of the approach. Many campaigns against controversial books are driven not by a few angry community members but by politicians with legislation putting teachers and librarians on the battleground of national-level culture wars.

Online disinformation and the rise of far-right hate groups have coalesced to amplify these challenges. Social media in particular gives people from anywhere – not just members of a local community – the ability to mobilize against books or library programming they find objectionable. We can see this most clearly illustrated by what has been happening with Drag Queen Story Hours held at local libraries across the country. In several cities, extremist groups such as the Proud Boys have disrupted these literacy events, yelling hateful slurs and insults at attendees.

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But even though attacks on libraries and efforts to ban books are at record highs, large majorities of Americans – Democrats, Republicans and independents – oppose efforts to have books snatched from their public libraries. When was the last time you saw that kind of bipartisan political support for *anything*? In an ALA survey from March 2022, 71% of respondents stand against the book bans we are seeing play out nationwide, and 75% trust their local libraries to decide which books belong in their collections.

This discordance between what the public wants and what the public gets degrades rather than builds community. It's time to stand up in cities across the nation and say, "Enough is enough." A vast number of mayors, library directors and frontline public-sector workers are exhibiting courage and leadership across the country. But they need more support.

Community members should get more involved in pushing back against those that would restrict access to these core civic assets. Write op-eds for local papers, educate others, and contact local elected officials and let them know how you feel. Respond to public comment periods that are often available when these actions are taking place and join with the state and local groups who coordinate these efforts. Ultimately, grassroots efforts work and can show community strength, focus and support for your local libraries and librarians.

Public libraries are the spaces we go to learn new ideas, experience cultures unlike our own, be inquisitive, and become better and more empathetic citizens. They're central pillars in our communities, in our nation, and in our democracy. If we are going to protect America's commitment to its governing ideals, we need to protect the public places that most perfectly embody them.

– *Brooks Rainwater is the president and CEO of the Urban Libraries Council.*

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Canadian Federation of Library Associations
Fédération canadienne des associations de bibliothèques

CFLA-FCAB Fall 2022 Update

Dear Members:

Thank you for your continued support of the work of CFLA-FCAB. The Federation is proud to work on behalf of our 25 member associations as we continue to advocate with the federal government, produce guidance for the library sector and engage with our members and partners at all levels.

Advocacy Activities

In consultation with member organisations and stakeholders, CFLA-FCAB submitted its brief to the pre-budget consultations in advance of the 2023 Federal Budget. CFLA-FCAB recommended that the Government of Canada:

- Introduce legislation to ensure that Canada's libraries and users have access on reasonable terms to e-content from multinational publishers;
- Commit \$200 million over the next four years to help implement efficient and cost-effective green infrastructure in vital community hubs from coast to coast to coast. Investment in a targeted library upgrade investment fund supports the circular economy and Canada's Federal Sustainable Development Strategies;
- Provide \$25 million over three years starting in 2023-2024 to Library and Archives Canada to support the digitization of millions of documents related to the federal Indian Day School System, which will ensure survivors and all Canadians have meaningful access to them;
- Increase support for Indigenous libraries and Indigenous library workers, including:
 - Investments of funding to support scholarships, training and paid internships for Indigenous librarians and library technicians.
 - Sustained multi-year funding for the National Centre for Truth and Reconciliation and libraries for improved access to records, particularly related to residential schools and other aspects of Indigenous experiences.

CFLA-FCAB is working closely with government officials on a number of other important issues; we wrote an [open letter](#) to a number of federal government ministers calling for the release of all outstanding residential school records that have yet been made public by the Catholic Church, provincial and territorial governments and all other organizations in possession of historical documents and artefacts relating to residential schools.

Board and Committees News

[Updated Guidelines for the Education of Library Technicians](#): Professors Norene Erikson and Lisa Shamchuk from the Library and Information Technology (LIT) program at MacEwan University conducted a national consultation on education and competencies for library



Canadian Federation of Library Associations
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technicians in fall 2021; 9 LIT programs participated out of the 14 LIT existing programs in Canada. Approved by the CFLA-FCAB Board, the substantially updated Guidelines will help establish a national standard and framework for the skills, knowledge and abilities of library technicians to provide job-ready and highly skilled graduates.

IFLA 2022 Extraordinary Elections: CFLA-FCAB coordinated the Canadian participation in the IFLA Elections for the executive positions of President-Elect and Treasurer.

Cataloguing and Metadata Standards Committee: The Board approved the creation of the Code of Ethics Review Working Group (CERWG). The [Cataloguing Code of Ethics](#), currently under review, was released in 2021 as an ALA-CILIP(UK)-CFLA-FCAB joint project. The mandate of CERWG will be to review the Cataloguing Code of Ethics and determine if it would recommend endorsement to the CFLA-FCAB Board, following a national consultation to elicit feedback from the Canadian cataloguing and metadata community.

Copyright Committee: The Committee has prepared two statements related to artificial intelligence (AI): AI and Copyright and its application in Cultural Heritage Institutions, and Copyright and Text and Data Mining (TDM) Research, for Board approval. Working Groups on Controlled Digital Lending, Crown Copyright, AI and Copyright, and Accessibility continue their work. A new Data and Analysis Working Group formed to gather data and provide analysis in support of CFLA-FCAB's copyright advocacy position. The Committee continues to engage with government officials to advance CFLA-FCAB's information policy positions, such as its position on copyright term extension and to propose public interest limitations and exceptions in the WIPO discussions of the Broadcast Treaty.

Intellectual Freedom Committee: With a revised [Terms of Reference](#), the Committee released [guidance](#) for libraries facing challenges to programming and collections supporting LGBTQIA2S+ communities and a [Position on Protest and Disagreement related to Collections, Speakers and Programs in Libraries](#).

Engaging with Members

Save the Date: CFLA-FCAB's next virtual AGM will be held on February 9th, 2023.

Chair Lorisia MacLeod presented an update or represented CFLA-FCAB at the following Summer 2022 meetings: American Library Association Annual Conference and American Association of Law Libraries.

As always we encourage feedback from our members associations and always welcome the opportunity to engage and express our appreciation. Please don't hesitate to contact us at info@cfla-fcab.ca if you have questions or concerns.



Canadian Federation of Library Associations
Fédération canadienne des associations de bibliothèques

● This article is more than **1 month old**

One in five children in England do not own any books of their own

New report suggests costs-of-living crisis could harm literacy levels, with 51% of parents saying books are too expensive



📖 'Children who own a book of their own are six times more likely to read above the level expected for their age' ... A girl reading. Photograph: Stuart Aylmer/Alamy

Flo Cornall

Fri 2 Sep 2022 13.58 BST

Almost one in five (18.6%) children in England between the ages of five and eight do not have access to books at home, new research has revealed.

According to [a report by the National Literacy Trust](#), the percentage of children in this age group who do not have a book of their own at home has risen by 1.9% since before the pandemic and is now at its highest point since 2019.

The rising cost of living is cited as a key reason for this increase, with 87% of parents saying they now have less disposable income and 64% saying that the amount of money they have to spend on books for their child has decreased. Just over half (51%) say that books are simply too expensive.

The report suggests that access to books at home is another consequence of the squeeze on family finances - and one that has concerning repercussions for children's futures, according to Jonathan Douglas, chief executive of the National [Literacy Trust](#).

Owning books is integral to encouraging children to get into regular reading habits and for increasing literacy levels, said Douglas, who urged that "getting books to children is more important than ever".

“Low literacy levels can hold you back at school, lock you out of the job market, affect your physical and mental health, and even your life expectancy,” he added.

The report outlines findings from the National Literacy Trust’s annual literacy survey, which explores young children’s reading engagement and access to reading materials. Only half the children surveyed said that they read daily, with one in 13 saying they never read at all.

According to the report, a third of parents say reading plays a central role in their child’s daily routine, while 31% say their child reads less outside of the school term - posing significant questions about how the country can increase the number of children reading regularly.

Children who own a book of their own at home are six times more likely to read above the level expected for their age, the report said.

The new report is published in partnership with McDonald’s, which has donated more than half a million books to children in deprived areas across the country this month, with the aim of ensuring as many children can start the new school year with a book of their own. The donations included *The BFG* by Roald Dahl, *Hair Love* by Matthew Cherry, illustrated by Vashti Harrison and the *Little People Big Dreams* series by Maria Isabel Sanchez Vegara and Lisbeth Kaiser.

Television presenter Vernon Kay has partnered with the fast-food chain to raise awareness of the importance of children’s literacy. He said it’s “heartbreaking” that so many children in the UK are without books.

Kay, who has two daughters with his wife, fellow presenter Tess Daly, said his own children “are lucky to have had lots of books to inspire and engage them as they’ve grown up, but for many children across the UK that’s sadly not the case”.

This article was amended on 4 September 2022 to clarify that the reported survey was of children in England only, not the whole of the UK as a previous version and its headline indicated.