

AGENDA

OXFORD COUNTY LIBRARY BOARD BOARD MEETING

Monday, October 23, 2023, 1:00 p.m.
21 Reeve Street, Woodstock and online
www.oxfordcounty.ca/livestream

1. CALL TO ORDER
2. APPROVAL OF AGENDA
3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
4. ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING
 - 4.1 September 19, 2023
5. DELEGATIONS AND PRESENTATIONS
6. CONSIDERATION OF DELEGATIONS AND PRESENTATIONS
7. CONSIDERATION OF CORRESPONDENCE
8. REPORTS
 - 8.1 2023-29 Key Agenda Update (verbal report)
RECOMMENDATION:
 1. That the Library Board receive the Key Agenda Items Update, Report No. 2023-29 for information and discussion.
 - 8.2 2023-30 Librarian's Report with Q2 and Monthly Statistics
RECOMMENDATION:
 1. That the Board receive Report No. 2023-30 for information and discussion.
 - 8.3 2023-31 Service Delivery Model
RECOMMENDATION:
 1. That the Library Board receive Report No. 2023-31, Service Delivery Model, for approval.
 - 8.4 2023-32 Library Technology Plan 2023/2024 Draft

RECOMMENDATION:

1. That the Library Board receive Report No. 2023-32, Library Technology Plan, for approval.

8.5 2023-33 County Donation Policy

RECOMMENDATION:

1. That the Library Board approve adoption of the County of Oxford Donation Policy 6.21, as attached to Report 2023-33 to replace and repeal the Library Board's Donations, Sponsorship and Fundraising Policy.

8.6 2023-34 Q3 Library Business Plan and Budget Update

RECOMMENDATION:

1. That Report No. 2023-34 entitled "2023 Q3 Library Business Plan and Budget Update", be received for information.

8.7 2023-35 2024 Library Budget

RECOMMENDATION:

1. That the Board receive Report 2023-35 entitled "2024 Library Budget" and recommends that County Council approve the 2024 Oxford County Library Business Plan and Budget to provide a levy of \$ _____, subject to possible minor adjustments to interdepartmental charges.

8.8 2023-36 CEO/Chief Librarian Annual Performance Review

RECOMMENDATION:

1. That pursuant to the CEO Performance Appraisal Policy 2018-06, the following Board Members be appointed to undertake the CEO Chief Librarian's 2023 performance appraisal: Chairperson Julia Harris and Board Member
_____ .

9. UNFINISHED BUSINESS

9.1 Pending Item - Drag Storytime Report

10. NOTICE OF MOTIONS**11. NEW BUSINESS / ENQUIRIES / COMMENTS****12. CLOSED SESSION****13. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION****14. ADJOURNMENT**

**OXFORD COUNTY LIBRARY BOARD
MINUTES**

September 19, 2023

Member Present Chair Julia Harris
 Vice-Chair Laura Langford
 Councillor David Mayberry (arrives at 1:02 p.m.)
 Councillor Brian Petrie
 Cynthia Lacroix
 Katherine Grieve

Members Absent Ellen Devlin

Staff Present L. M. Williams, CEO/Chief Librarian
 L. Buchner, Director of Corporate Services
 S. Adam, Systems Support Librarian

1. CALL TO ORDER

Oxford County Library meets in regular session this nineteenth day of September, 2023, in Room 222, Oxford County Administration Building, Woodstock, at 1:00 p.m. with Chair Julia Harris.

2. APPROVAL OF AGENDA

RESOLUTION NO. 1

Moved By: Brian Petrie

Seconded By: Laura Langford

Resolved that the Agenda be approved as amended.

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

4. ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING

4.1 August 15, 2023

RESOLUTION NO. 2

Moved By: David Mayberry

Seconded By: Katherine Grieve

Resolved that the Minutes of the Library Board meeting held on August 15, 2023 be adopted as amended.

DISPOSITION: Motion Carried

4.2 August 28, 2023

RESOLUTION NO. 3

Moved By: Brian Petrie

Seconded By: Laura Langford

Resolved that the Minutes of the Library Board meeting held on August 28, 2023 be adopted.

DISPOSITION: Motion Carried

5. DELEGATIONS AND PRESENTATIONS

5.1 S. Adam, System Support Librarian

Oxford County Library Technology Presentation

6. CONSIDERATION OF DELEGATIONS AND PRESENTATIONS

RESOLUTION NO. 4

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that the presentation 5.1 be received.

DISPOSITION: Motion Carried

7. CONSIDERATION OF CORRESPONDENCE

NIL

8. REPORTS

8.1 2023-25 Key Agenda Items Update (Verbal Report)

RESOLUTION NO. 5

Moved By: David Mayberry

Seconded By: Laura Langford

1. That the Library Board receive the Key Agenda Items Update, Report No. 2023-25 for information and discussion.

DISPOSITION: Motion Carried

8.2 2023-26 Librarian's Report and Statistics

RESOLUTION NO. 6

Moved By: Brian Petrie
 Seconded By: Laura Langford

1. That the Board receive Report No. 2023-26 for information and discussion.

DISPOSITION: Motion Carried

8.3 2023-27 Technology Goals - 2023/2024

RESOLUTION NO. 7

Moved By: Laura Langford
 Seconded By: David Mayberry

1. That the Library Board receive Report No. 2023-27, "2023/2024 Library Technology Goals", for information and discussion.

DISPOSITION: Motion Carried

8.4 2023-28 2024 Library Business Plan

RESOLUTION NO. 8

Moved By: David Mayberry
 Seconded By: Cynthia Lacroix

1. That the Library Board approve the 2024 Business Plan goals and objectives as set forth in Report No. 2023-28.

DISPOSITION: Motion Carried

9. UNFINISHED BUSINESS

9.1 Pending Item - Drag Storytime Report

10. NOTICE OF MOTIONS

NIL

11. NEW BUSINESS / ENQUIRIES / COMMENTS

11.1 Update on TVDSB/Zorra MOU

11.2 Strategic Plan

12. CLOSED SESSION

RESOLUTION NO. 9

Moved By: David Mayberry
 Seconded By: Brian Petrie

Resolved that the Library Board go into a closed session to consider personal matters about an identifiable individual.

DISPOSITION: Motion Carried at 3:24 p.m.

TIME OF COMPLETION OF CLOSED SESSION:

3:24 p.m.

RESOLUTION NO. 10

Moved By: David Mayberry

Seconded By: Katherine Grieve

Resolved that the Library Board reconvene in Open session.

DISPOSITION: Motion Carried at 3:30 p.m.

13. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

RESOLUTION NO. 11

Moved by: David Mayberry

Seconded by: Katherine Grieve

Resolved that the Library Board authorize staff to proceed as directed in closed session.

DISPOSITION: Motion Carried

14. ADJOURNMENT

The Oxford County Library Board adjourns its proceedings at 3:31 p.m. until the next meeting scheduled for October 23, 2023.

Minutes adopted on _____ by Resolution No. ____.

CHAIR

SECRETARY



Oxford County Library Board - Key Agenda Items 2023

Agenda items	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Notes
Board Orientation	X	X	X	X	X							2023 Goal
2022 Year End Statistics		X										Yearly Agenda Item
Monthly Statistics		X	X	X	X			X	X	X	X	Regular Agenda Item
Quarterly Metrics and Trends Report				Q1					Q2		Q3	Regular Agenda Item
Monthly Librarian Report	X	X	X	X	X			X	X	X	X	Regular Agenda Item
2023 Business Plan and Budget Update				Q1			Q2			Q3		Regular Agenda Item
2022 Annual Community Report					X							Yearly Agenda Item
2023 Financial Audit					X							Yearly Agenda Item
Technology Plan									X			2023 Goal
Service Delivery Model							X*		X			2023 Goal / *Draft Plan
2024 Business Plan								X				2024 Planning
2024 Budget Plan									X			2024 Planning
Strategic Planning							X*		X			*Draft Plan / Final Plan
2024 Board Meeting Dates and Library Closures										X		Additional Item

Oxford County Library Board - Policy Review

Agenda items	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Notes
Oxford County Library Vision, Mission and Values									X			Completed as part of Strategic Plan
Code of Conduct				X								Operations Policy
Diversity and Inclusion Policy										X		Operations Policy
Board Advocacy										X		Governance Policy
Annual Board Evaluation										X		Governance Policy
Board Code of Conduct										X		Governance Policy



Oxford County Library Board - Policy Review Framework 2023 - 2026

Operational Policies	2023	2024	2025	2026	Notes
Oxford County Library Vision, Mission and Values	X				Process
Code of Conduct	X				Reviewed at least once per Board cycle
Children and Teen Services Policy			X		Reviewed at least once per Board cycle
Membership and Circulation Policy			X		Reviewed at least once per Board cycle
Collection Development Policy				X	Reviewed at least once per Board cycle
Community Information Policy				X	Reviewed at least once per Board cycle
Internet and Technology Policy		X		X	Reviewed bi-annually to keep up with new technology needs
Donations, Sponsorship and Fundraising Policy		X			Reviewed at least once per Board cycle
Local History Policy			X		Reviewed at least once per Board cycle
Meeting Room / Study Room Policies		X			Reviewed at least once per Board cycle
Privacy and Access to Personal Information Policy				X	Reviewed at least once per Board cycle
Use of Library Resources During Elections Policy			X		Reviewed as part of planning for next election cycle, will be reviewed earlier should an election be called.
Programming and Outreach Policy		X			Reviewed at least once per Board cycle
Information and Readers' Advisory Policy				X	Reviewed at least once per Board cycle
Diversity and Inclusion Policy	X	X	X	X	Reviewed annually
Indigenous Awareness and Reconciliation Statement		X	X	X	Delayed Review to 2024 / annually there after



Oxford County Library Board - Policy Review Framework 2023 - 2026

Governance Policies	2023	2024	2025	2026	Notes
Oxford County Library Board Terms of Reference				X	Reviewed at least once per Board cycle
Advocacy	X				Reviewed at least once per Board cycle
Annual Board Evaluation	X				Reviewed at least once per Board cycle
Board Code of Conduct	X				Reviewed at least once per Board cycle
Board Committees		X			Reviewed at least once per Board cycle
Board Duties and Responsibilities				X	Reviewed at least once per Board cycle
Board Orientation				X	Reviewed at least once per Board cycle
Board Training and Development		X			Reviewed at least once per Board cycle
CEO Performance Appraisal		X			Reviewed at least once per Board cycle
Delegation of Authority			X		Reviewed at least once per Board cycle
Municipal Freedom of Information and Protection of Privacy Act			X		Reviewed at least once per Board cycle
Planning			X		Reviewed at least once per Board cycle
Policy Development			X		Reviewed at least once per Board cycle
Succession Planning		X			Reviewed at least once per Board cycle
Personnel Policies	2023	2024	2025	2026	Notes
County General Policy Manual - Section 5 - Personnel				X	Reviewed at least once per Board cycle
County General Policy Manual - Section 7 - Health and Safety		X			Reviewed at least once per Board cycle
County General Policy Manual - Section 8 - Communications and Technology			X		Reviewed at least once per Board cycle
Accessibility Standards for Customer Service & Multi-Year Accessibly Plan (County)		X			Reviewed at least once per Board cycle

To: Oxford County Library Board

From: CEO/Chief Librarian

Librarian's Report and Statistics

RECOMMENDATION

1. That the Board receive Report No: 2023-30 for information and discussion.

DISCUSSION

CEO / Chief Librarian

- September 21 – Administrators of Rural Urban Public Libraries of Ontario AGM
- September 25 – Oxford County Library Staff Day
- September 25 – w/ County Capital Planning
- September 28 – OCL's DEI Committee
- October 5 – w/ OLA Marketing Think Tank Members, RE: Presentation Nov. 21
- October 5 – Ontario Library Service CEO Networking Meeting
- October 10 – Reducing Poverty Together Committee
- October 12 – OLA Community Led Think Tank Panel: Protest Planning
- October 17 – Oxford County Senior Management Team Budget Meeting
- October 20 – South-Western Ontario Library Administrators (SWOLA) meeting – St. Thomas Public Library.

Statistics – Q2 (April – June) 2023

New Card Holders By Branch

5% increase over 2022

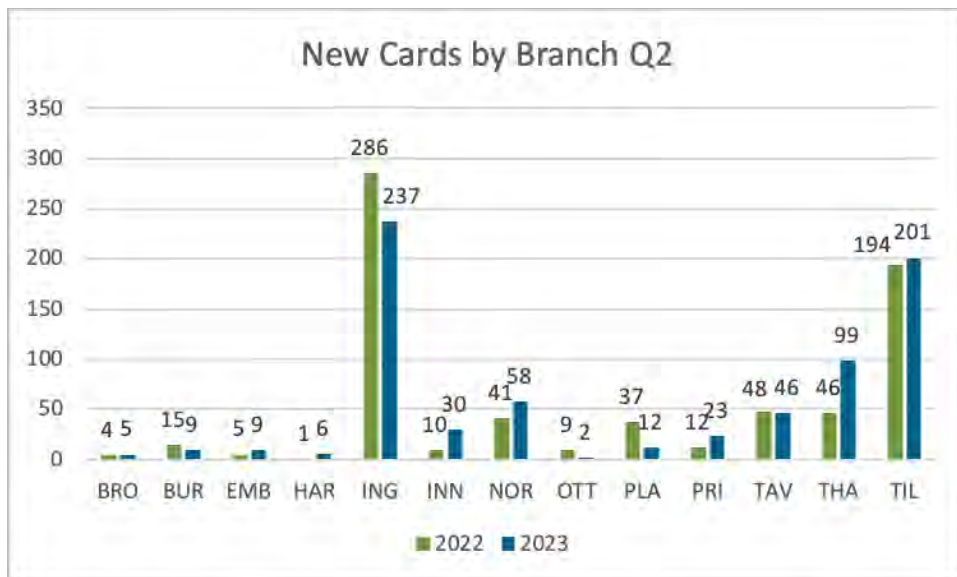
Largest increases

- Harrington
- Innerkip
- Thamesford

All over 100% increase in new cards

Overall consistent growth in new card holders.

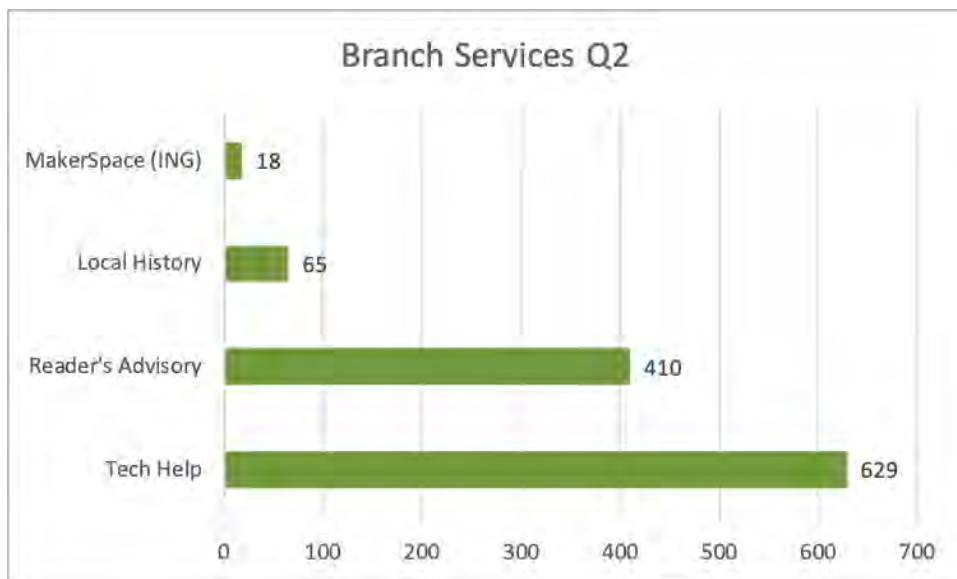
**Report No: 2023-30
CORPORATE SERVICES
Board Date: October 23, 2023**



Branch Services

Staff teams at all branch locations continued to offer quality services for Local History requests, Reader’s Advisory and Tech Help.

Ingersoll also continued to see regular use of the Makerspace during Q2 with most visits continuing to focus on the branch’s 3D printer.



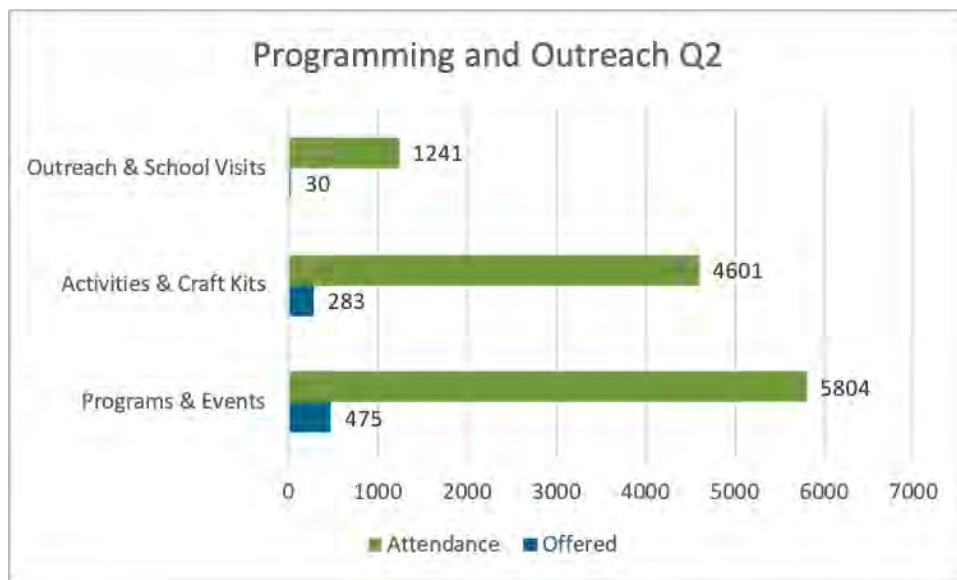
Programming and Outreach

Below is a breakdown of Q2 programming and outreach statistics. Both overall number of programs offered and attendance have been provided for Q2.

Programs and Events represents the programs and events offered in library branches.

Outreach and School Visits represents the visits made by library teams outside of the branch libraries and the tours given to students and groups inside branches.

Activities and Craft Kits represents the branch activities and Craft and Connect Kits that are provided within branches or as take-home activities that do not require staff intervention.



Statistics – September 2023

In Attachment 1 to this report, July and August statistics for:

- **Branch Attendance** – Attendance at OCL branches continues to grow in comparison to 2022, with gap between 2019 and 2023 continuing to stay under -25%.

Branches of Note:

Branch	September	Attendance per Hour
Brownsville	26% over 2019 107% over 2022	
Harrington	115% over 2019 21% over 2022	

% Total Change	September	Year to Date
2019 to 2023	-23.5%	-25.2%
2022 to 2023	35.0%	62.1%

- **Computer Use** – Computer usage in September had a few bright spots with increases being noted for usage in Wi-Fi and Branch Computers.

Report No: 2023-30
CORPORATE SERVICES
Board Date: October 23, 2023

Branches of Note:

Branch	September	Note:
Embros	59%	Increased Wi-Fi usage
Innerskip	88%	Increased Wi-Fi usage
Plattsville	325%	Increased use of both Wi-Fi and computers
Princeton	45%	Increased use of both Wi-Fi and computers

Overall usage continued to see a decline due to Wi-Fi usage at branch locations

% Total Change	September	Year to Date
2022 to 2023	-23.3%	6.0%

County IT will be rolling out Wi-Fi hardware (access points, etc.) in Q4 of 2023 and Q1 of 2024 at all branch locations. Library staff will monitor Wi-Fi speeds after new equipment has been installed; as well as alternative Wi-Fi options found in communities.

- **Physical Circulation** – Circulation again brought overall increases over 2019 at 12.8% overall; with only slight declines from 2022 with -3% overall.

Branches of Note:

Branch	September	Circulation per Hour
Embros	61% over 2019 21% over 2022	
Ingersoll	17% over 2019 13% over 2022	
Princeton	99% over 2019 12% over 2022	

% Total Change	September	Year to Date
2019 to 2023	12.8%	7.8%
2022 to 2023	-3%	5%

- **Digital Circulation** – OCL saw solid growth in all types of digital circulation, except for a minor decline of -2% in digital music. One thing to note – this growth has put pressure on the budget both in 2023, as well as for 2024. Specifically, library budgets need to keep up with demand for digital material - whether through the pay-per-use model of Hoopla and Kanopy or with the purchase of more eBooks/Audiobooks through Libby (Overdrive) or the new Hoopla Flex collection.

Report No: 2023-30
CORPORATE SERVICES
Board Date: October 23, 2023

% Total Change	September	Year to Date
2022 to 2023	24%	9%

Community Engagement

Prenatal Health Fair – Saturday, October 28

Outreach staff will be attending this Oxford EarlyON Prenatal Health Fair to promote library services and highlight baby and toddler programming.

Oxford Reads

This year we celebrated *The Maid* by Nita Prose with a wide range of events leading up to our 6h annual Oxford Reads Gala on November 3.

Paint Nights were hosted at Tavistock, Tillsonburg, Innerkip, Harrington and Otterville.

Home Organization sessions with Hannah from Everyday Organized were hosted at Thamesford, Norwich, and Tavistock.

And Murder Mystery events were hosted at Ingersoll and Plattsville.

OCL physical copies of the *The Maid* have circulated 164 times since the title was announced; the eBook in Libby has circulated 20 times, while the Libby Audiobook has circulated 27 times.

The Gala currently has 195 tickets reserved for the event.

Celebrating Ontario Public Library Week

Last week, staff celebrated Ontario Public Library Week on Social Media with recommended reads by staff across OCL. Each day the Library Social Media Team posted a group of recommendations and featured photos of staff with their picks.

Storybook Pumpkin Contest

This year the Library welcomed back the annual Storybook Pumpkin Contest. Customers were encouraged to submit photos of their book themed pumpkins from October 1 to October 22.

Voting will be held October 23 to 25 online.

Branch and Programming

Branch Updates

Otterville Branch Open House

Wednesday, October 18 – 3:00 to 6:00

The branch hosted an open house to introduce the public to the newly renovated space. Staff also took time to introduce their fundraising effort for a new mural for the children’s area.

Photo 1 – Note the taped outline of the location a mural will be painted once the fundraising goal has been met.



**Report No: 2023-30
CORPORATE SERVICES
Board Date: October 23, 2023**

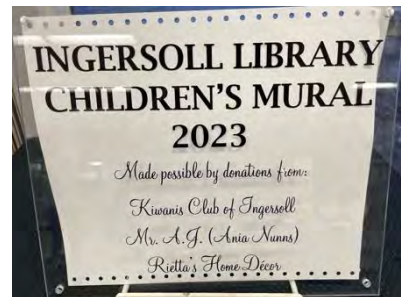


Photo 2 – Provides a view of the branch from the service desk. The drop ceiling improves the overall lighting and feel of the branch. The updated carpet and fresh paint also refreshes and brightens Otterville Branch.

Ingersoll Branch Open House
Wednesday, October 18 – 6:00

Ingersoll welcomed the Kiwanis Club of Ingersoll, Artist A.J. Nunns, and Rietta's Home Décor for the unveiling of the new Children's Mural.

Over the summer, children attended programs with Mr. Nunns to create the cut-out shapes for the mural, seen in the photos below as rockets, flying books, and more.



Report No: 2023-30
CORPORATE SERVICES
Board Date: October 23, 2023

Branch Programming Highlights

Local History – The JFK Assassination at 60

Tillsonburg Branch will feature local JFK expert Randy Owen for this deep dive into one of the world's most famous unsolved mysteries on November 8.

Tillsonburg Speaker Series – Homelessness in Oxford County

Tillsonburg Branch will be hosting the first in this series on November 29 from 6:30 to 7:30 PM. The session will feature panelists from CMHA, Oxford County Human Services, Social Planning Council, Mobile Health Outreach Bus, and potentially Operation Sharing. The panel will look to discuss what homelessness looks like and the causes such as structural issues, system failures and individual circumstances. They will also answer common questions and address myths about homelessness in the community.

Staff News

Temporary Administrative Assistant

OCL's wonderful Administrative Assistant will be on leave until October 2024. The Chief Librarian and County Human Resources are currently interviewing to fill the position. Staff would love to wish our current Administrative Assistant well and anticipate her return in 2024.

To view our Program Calendar, go to:

<https://engagedpatrons.org/EventsCalendar.cfm?SiteID=2048>

SIGNATURES

Departmental Approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 – Library Statistics July & August 2023



Branch Attendance Statistics - September 2023

BRANCH	HOURS PER WEEK	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
BROWNSVILLE	15	2019	90	69	120	107	90	124	167	148	121	149	128	97	1,036	1410	
		2022	19	12	37	56	55	121	160	88	74	97	123	56	622	898	
	12	2023	86	86	88	86	94	135	177	156	153				1,061	1,061	
	% Change 19 to 23			-4%	25%	-27%	-20%	4%	9%	6%	5%	26%				2%	
	% Change 22 to 23			353%	617%	138%	54%	71%	12%	11%	77%	107%				71%	
BURGESSVILLE	15	2019	443	414	452	432	367	466	467	524	412	532	459	279	3,977	5247	
		2022	169	180	276	348	312	349	363	419	349	313	260	259	2,765	3,597	
	15	2023	376	351	397	364	299	428	508	384	346				3,453	3,453	
	% Change 19 to 23			-15%	-15%	-12%	-16%	-19%	-8%	9%	-27%	-16%				-13%	
	% Change 22 to 23			122%	95%	44%	5%	-4%	23%	40%	-8%	-1%				25%	
EMBRO	12	2019	197	192	211	203	214	188	346	225	233	308	168	117	2,009	2602	
		2022	72	84	135	128	141	151	186	207	130	168	123	105	1,234	1,630	
	12	2023	149	122	151	140	132	126	186	280	145				1,431	1,431	
	% Change 19 to 23			-24%	-36%	-28%	-31%	-38%	-33%	-46%	24%	-38%				-29%	
	% Change 22 to 23			107%	45%	12%	9%	-6%	-17%	0%	35%	12%				16%	
HARRINGTON	12	2019	60	46	66	55	78	54	132	159	66	69	160	84	716	1029	
		2022	58	70	90	96	75	127	104	148	117	104	237	102	885	1,328	
	9	2023	134	120	102	132	161	141	100	119	142				1,151	1,151	
	% Change 19 to 23			123%	161%	55%	140%	106%	161%	-24%	-25%	115%				61%	
	% Change 22 to 23			131%	71%	13%	38%	115%	11%	-4%	-20%	21%				30%	
INGERSOLL	60	2019	8274	6908	8698	8430	7549	7333	7714	7205	6286	6644	6548	5313	68,397	86902	
		2022	979	1,824	2,767	2,578	2,544	3,586	3,788	4,120	2,910	3,126	3,986	2,465	25,096	34,673	
	51.5	2023	5,370	4,574	5,817	4,378	4,270	5,336	5,190	5,682	4,138				44,755	44,755	
	% Change 19 to 23			-35%	-34%	-33%	-48%	-43%	-27%	-33%	-21%	-34%				-35%	
	% Change 22 to 23			449%	151%	110%	70%	68%	49%	37%	38%	42%				78%	

Branch Attendance Statistics - September 2023

BRANCH	HOURS PER WEEK	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
INNERKIP	12	2019	466	408	515	489	510	438	551	557	445	662	465	379	4,379	5885	
		2022	198	171	290	300	286	336	324	338	274	289	349	190	2,517	3,345	
	12	2023	385	343	385	412	449	414	537	495	378				3,798	3,798	
	% Change 19 to 23			-17%	-16%	-25%	-16%	-12%	-5%	-3%	-11%	-15%				-13%	
	% Change 22 to 23			94%	101%	33%	37%	57%	23%	66%	46%	38%				51%	
MOUNT ELGIN	12	2019	185	156	182	170	212	160	259	198	166	171	175	144	1,688	2178	
		2022	91	54	76	98	116	145	159	136	119	120	122	95	994	1,331	
	12	2023	140	109	127	119	125	122	186	218	114				1,260	1,260	
	% Change 19 to 23			-24%	-30%	-30%	-30%	-41%	-24%	-28%	10%	-31%				-25%	
	% Change 22 to 23			54%	102%	67%	21%	8%	-16%	17%	60%	-4%				27%	
NORWICH	35	2019	1851	1674	1966	1687	1743	1762	2207	2137	2239	1939	2008	1431	17,266	22644	
		2022	324	302	397	610	713	978	1,293	1,668	1,485	1,256	1,414	1,102	7,770	11,542	
	35	2023	1,456	1,289	1,869	1,307	1,464	1,842	1,752	1,713	1,448				14,140	14,140	
	% Change 19 to 23			-21%	-23%	-5%	-23%	-16%	5%	-21%	-20%	-35%				-18%	
	% Change 22 to 23			349%	327%	371%	114%	105%	88%	35%	3%	-2%				82%	
OTTERVILLE	12	2019	336	314	364	337	342	369	473	545	400	404	326	276	3,480	4486	
		2022	139	131	179	214	209	290	302	370	250	240	265	208	2,084	2,797	
	12	2023	253	300	370	284	286	304	320	362	215				2,694	2,694	
	% Change 19 to 23			-25%	-4%	2%	-16%	-16%	-18%	-32%	-34%	-46%				-23%	
	% Change 22 to 23			82%	129%	107%	33%	37%	5%	6%	-2%	-14%				29%	
PLATTSVILLE	25	2019	660	611	797	923	860	802	1127	902	789	939	790	629	7,471	9829	
		2022	294	283	485	416	552	711	734	763	584	474	602	407	4,822	6,305	
	25	2023	555	585	700	700	615	724	590	878	668				6,015	6,015	
	% Change 19 to 23			-16%	-4%	-12%	-24%	-28%	-10%	-48%	-3%	-15%				-19%	
	% Change 22 to 23			89%	107%	44%	68%	11%	2%	-20%	15%	14%				25%	

Branch Attendance Statistics - September 2023

BRANCH	HOURS PER WEEK	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
PRINCETON	15	2019	323	273	408	450	417	438	603	422	391	477	401	286	3,725	4889	
		2022	88	113	94	172	228	240	402	212	219	245	252	164	1,768	2,429	
	15	2023	279	220	398	273	251	317	328	375	297				2,738	2,738	
	% Change 19 to 23			-14%	-19%	-2%	-39%	-40%	-28%	-46%	-11%	-24%				-26%	
	% Change 22 to 23			217%	95%	323%	59%	10%	32%	-18%	77%	36%				55%	
TAVISTOCK	35	2019	1026	741	1083	940	1014	927	1300	1226	879	1079	918	757	9,136	11890	
		2022	302	317	426	525	560	585	756	908	564	696	723	478	4,943	6840	
	35	2023	679	629	937	665	699	820	860	971	541				6,801	6801	
	% Change 19 to 23			-34%	-15%	-13%	-29%	-31%	-12%	-34%	-21%	-38%				-26%	
	% Change 22 to 23			125%	98%	120%	27%	25%	40%	14%	7%	-4%				38%	
THAMESFORD	35	2019	882	717	913	902	993	750	1202	1246	814	1147	1041	787	8,419	11394	
		2022	178	229	319	431	455	500	737	930	541	588	753	526	4,320	6,187	
	35	2023	672	593	796	713	908	732	1,196	1,227	672				7,509	7,509	
	% Change 19 to 23			-24%	-17%	-13%	-21%	-9%	-2%	0%	-2%	-17%				-11%	
	% Change 22 to 23			278%	159%	150%	65%	100%	46%	62%	32%	24%				74%	
TILLSONBURG	59	2019	7866	6408	9328	8104	7759	7329	8650	8037	7227	10209	7430	5991	70,708	94338	
		2022	2,323	2,725	3,736	3,686	3,373	4,022	4,571	5,258	3,980	4,328	4,664	3,378	33,674	46,044	
	54	2023	4,934	4,480	6,702	5,383	5,642	5,687	7,453	8,058	6,396				54,735	54,735	
	% Change 19 to 23			-37%	-30%	-28%	-34%	-27%	-22%	-14%	0%	-11%				-23%	
	% Change 22 to 23			112%	64%	79%	46%	67%	41%	63%	53%	61%				63%	
TOTALS	366	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	
		2022	5,234	6,495	9,307	9,658	9,619	12,141	13,879	15,565	11,596	12,044	13,788	9,535	93,494	128,861	
	335	2023	15,468	13,801	18,839	14,956	15,395	17,128	19,383	20,918	15,653				151,541	151,541	
TOTAL Change 2019 to 2023				-31.7%	-27.1%	-25.0%	-35.6%	-30.5%	-19.0%	-23.1%	-11.1%	-23.5%			-25.1%		
TOTAL Change 2022 to 2023				195.5%	112.5%	102.4%	54.9%	60.0%	41.1%	39.7%	34.4%	35.0%			62.1%		

Computer Use - September 2023

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
BROWNSVILLE	Computers	2022	0	1	0	0	0	12	16	9	5	8	14	0	43	65	
		2023	10	1	11	7	14	12	11	29	27				122	122	
	Wireless	2022	12	7	10	19	25	20	59	63	47	39	29	58	262	388	
		2023	24	17	18	17	21	18	11	15	16				157	157	
	Totals 2022			12	8	10	19	25	32	75	72	52	47	43	58	305	453
	Totals 2023			34	18	29	24	35	30	22	44	43	0	0	0	279	279
% Change			183%	125%	190%	26%	40%	-6%	-71%	-39%	-17%						
BURGESSVILLE	Computers	2022	0	0	0	0	2	3	1	13	11	1	2	0	30	33	
		2023	0	1	2	10	3	5	2	8	2				33	33	
	Wireless	2022	38	14	19	30	42	44	32	31	34	18	14	12	284	328	
		2023	13	25	25	21	30	64	29	19	26				252	252	
	Totals 2022			38	14	19	30	44	47	33	44	45	19	16	12	314	361
	Totals 2023			13	26	27	31	33	69	31	27	28	0	0	0	285	285
% Change			-66%	86%	42%	3%	-25%	47%	-6%	-39%	-38%						
EMBRO	Computers	2022	0	0	0	0	2	3	4	1	1	2	0	1	11	14	
		2023	1	1	0	0	0	0	0	1	1	4			8	8	
	Wireless	2022	53	49	61	120	72	71	285	45	69	75	95	32	825	1,027	
		2023	30	31	49	39	68	59	318	39	107				740	740	
	Totals 2022			53	49	61	120	74	74	289	46	70	77	95	33	836	1,041
	Totals 2023			31	32	49	39	68	59	319	40	111	0	0	0	748	748
% Change			-42%	-35%	-20%	-68%	-8%	-20%	10%	-13%	59%						
HARRINGTON	Computers	2022	0	0	0	0	0	0	0	1	0	0	0	0	1	1	
		2023	0	0	0	2	0	0	0	0	0	0			2	2	
	Wireless	2022	7	12	10	14	6	6	6	7	17	17	23	11	85	136	
		2023	10	18	8	12	10	12	9	5	11				95	95	
	Totals 2022			7	12	10	14	6	6	6	8	17	17	23	11	86	137
	Totals 2023			10	18	8	14	10	12	9	5	11	0	0	0	97	97
% Change			43%	50%	-20%	0%	67%	100%	50%	-38%	-35%						
INGERSOLL	Computers	2022	33	180	224	207	169	220	251	226	227	231	255	238	1,737	2,461	
		2023	272	222	332	332	318	268	295	331	301				2,671	2,671	
	Wireless	2022	53	54	135	103	102	110	146	137	121	87	103	59	961	1,210	
		2023	66	87	155	117	138	147	147	133	167				1,157	1,157	
	Totals 2022			86	234	359	310	271	330	397	363	348	318	358	297	2,698	3,671
	Totals 2023			338	309	487	449	456	415	442	464	468	0	0	0	3,828	3,828
% Change			293%	32%	36%	45%	68%	26%	11%	28%	34%						

Computer Use - September 2023

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
INNERKIP	Computers	2022	0	3	11	11	16	30	12	12	8	27	16	6	103	152	
		2023	17	8	12	8	0	0	19	16	7				87	87	
	Wireless	2022	37	32	19	22	56	41	68	21	8	23	30	31	304	388	
		2023	10	11	22	14	54	43	6	11	23				194	194	
	Totals 2022			37	35	30	33	72	71	80	33	16	50	46	37	407	540
	Totals 2023			27	19	34	22	54	43	25	27	30	0	0	0	281	281
	% Change			-27%	-46%	13%	-33%	-25%	-39%	-69%	-18%	88%					
MOUNT ELGIN	Computers	2022	0	0	1	1	0	0	2	0	0	0	2	0	4	6	
		2023	0	0	0	2	3	0	0	0	1	0				6	6
	Wireless	2022	11	0	33	45	81	85	36	22	40	53	48	53	353	507	
		2023	34	28	46	18	54	25	24	23	35				287	287	
	Totals 2022			11	0	34	46	81	85	38	22	40	53	50	53	357	513
	Totals 2023			34	28	46	20	57	25	24	24	35	0	0	0	293	293
	% Change			209%	2800%	35%	-57%	-30%	-71%	-37%	9%	-13%					
NORWICH	Computers	2022	0	0	3	32	42	31	34	183	214	142	210	136	539	1,027	
		2023	158	138	215	130	176	220	259	260	213				1,769	1,769	
	Wireless	2022	345	267	277	363	191	213	237	265	217	233	240	194	2,375	3,042	
		2023	190	159	232	238	274	296	310	259	196				2,154	2,154	
	Totals 2022			345	267	280	395	233	244	271	448	431	375	450	330	2,914	4,069
	Totals 2023			348	297	447	368	450	516	569	519	409	0	0	0	3,923	3,923
	% Change			1%	11%	60%	-7%	93%	111%	110%	16%	-5%					
OTTERVILLE	Computers	2022	0	6	10	6	9	6	12	19	15	10	11	9	83	113	
		2023	15	10	14	13	7	21	13	13	21	6				120	120
	Wireless	2022	14	2	11	11	14	27	72	41	32	24	17	18	224	283	
		2023	27	12	28	7	6	14	26	29	24				173	173	
	Totals 2022			14	8	21	17	23	33	84	60	47	34	28	27	307	396
	Totals 2023			42	22	42	20	13	35	39	50	30	0	0	0	293	293
	% Change			200%	175%	100%	18%	-43%	6%	-54%	-17%	-36%					
PLATTSVILLE	Computers	2022	1	9	15	10	10	4	13	4	3	7	6	7	69	89	
		2023	13	15	15	13	9	3	11	19	11				109	109	
	Wireless	2022	38	75	114	147	123	126	6	13	41	54	149	173	683	1,059	
		2023	220	223	251	260	354	272	10	17	176				1,783	1,783	
	Totals 2022			39	84	129	157	133	130	19	17	44	61	155	180	752	1,148
	Totals 2023			233	238	266	273	363	275	21	36	187	0	0	0	1,892	1,892
	% Change			497%	183%	106%	74%	173%	112%	11%	112%	325%					

Computer Use - September 2023

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
PRINCETON	Computers	2022	0	2	0	13	7	17	16	10	7	9	7	3	72	91	
		2023	9	14	10	7	13	2	3	3	9				70	70	
	Wireless	2022	14	1	2	13	17	21	16	13	15	12	10	10	112	144	
		2023	8	15	23	22	40	44	38	32	23				245	245	
	Totals 2022			14	3	2	26	24	38	32	23	22	21	17	13	184	235
	Totals 2023			17	29	33	29	53	46	41	35	32	0	0	0	315	315
	% Change			21%	867%	1550%	12%	121%	21%	28%	52%	45%					
TAVISTOCK	Computers	2022	0	1	5	5	8	5	8	16	21	13	16	9	69	107	
		2023	16	21	25	15	20	16	20	45	12				190	190	
	Wireless	2022	84	8	13	11	24	31	24	22	25	27	22	31	242	322	
		2023	14	16	20	32	20	19	15	28	16				180	180	
	Totals 2022			84	9	18	16	32	36	32	38	46	40	38	40	311	429
	Totals 2023			30	37	45	47	40	35	35	73	28	0	0	0	370	370
	% Change			-64%	311%	150%	194%	25%	-3%	9%	92%	-39%					
THAMESFORD	Computers	2022	1	7	11	10	14	14	11	17	15	19	17	18	100	154	
		2023	13	17	18	26	24	22	16	13	8				157	157	
	Wireless	2022	37	16	14	26	24	71	107	40	56	63	73	56	391	583	
		2023	47	92	65	57	59	43	49	49	49				510	510	
	Totals 2022			38	23	25	36	38	85	118	57	71	82	90	74	491	737
	Totals 2023			60	109	83	83	83	65	65	62	57	0	0	0	667	667
	% Change			58%	374%	232%	131%	118%	-24%	-45%	9%	-20%					
TILLSONBURG	Computers	2022	150	251	267	327	350	321	417	496	408	419	390	249	2,987	4,045	
		2023	331	338	476	372	447	388	387	430	402				3,571	3,571	
	Wireless	2022	338	126	652	1,010	863	913	1,143	1,087	895	707	900	550	7,027	9,184	
		2023	770	676	1,156	352	357	325	391	394	387				4,808	4,808	
	Totals 2022			488	377	919	1,337	1,213	1,234	1,560	1,583	1,303	1,126	1,290	799	10,014	13,229
	Totals 2023			1,101	1,014	1,632	724	804	713	778	824	789	0	0	0	8,379	8,379
	% Change			126%	169%	78%	-46%	-34%	-42%	-50%	-48%	-39%					
TOTAL COMPUTER USAGE		2022	1,266	1,123	1,917	2,556	2,269	2,445	3,034	2,814	2,552	2,320	2,699	1,964	19,976	26,959	
		2023	2,318	2,196	3,228	2,143	2,519	2,338	2,420	2,230	2,258				21,650	21,650	
% Change 2022 to 2023			83.1%	95.5%	68.4%	-16.2%	11.0%	-4.4%	-20.2%	-20.8%	-11.5%				8.4%		

Physical Circulation - September 2023

BRANCH	YEAR	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	2048	2,741
	2022	234	123	161	288	296	340	388	255	234	177	315	190	2,319	3,001
	2023	257	123	196	186	202	195	249	187	191				1,786	
% Change 2019 to 2023		30%	-21%	-40%	-23%	7%	-17%	-1%	-26%	-4%				-13%	
% Change 2022 to 2023		10%	0%	22%	-35%	-32%	-43%	-36%	-27%	-18%				-23%	
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
	2022	2,070	1,658	2,665	2,746	2,101	2,212	2,551	3,105	2,484	2,213	2,068	1,585	21,592	27,458
	2023	2,176	1,958	2,185	1,918	1,626	2,414	2,809	2,423	1,887				19,396	
% Change 2019 to 2023		21%	30%	27%	14%	10%	66%	62%	38%	13%				31%	
% Change 2022 to 2023		5%	18%	-18%	-30%	-23%	9%	10%	-22%	-24%				-10%	
EMBRO	2019	664	566	605	623	611	577	614	640	510	628	542	470	5,410	7,050
	2022	575	591	761	750	673	733	793	887	676	733	723	690	6,439	8,585
	2023	710	707	760	650	730	665	913	921	820				6,876	
% Change 2019 to 2023		7%	25%	26%	4%	19%	15%	49%	44%	61%				27%	
% Change 2022 to 2023		23%	20%	0%	-13%	8%	-9%	15%	4%	21%				7%	
HARRINGTON	2019	204	119	241	145	172	214	383	247	197	182	257	286	1,922	2,647
	2022	419	492	733	650	645	594	697	683	651	729	674	709	5,564	7,676
	2023	648	571	584	588	689	703	617	449	625				5,474	
% Change 2019 to 2023		218%	380%	142%	306%	301%	229%	61%	82%	217%				185%	
% Change 2022 to 2023		55%	16%	-20%	-10%	7%	18%	-11%	-34%	-4%				-2%	
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
	2022	6,167	6,963	9,840	8,982	8,262	9,227	11,559	12,616	9,370	9,109	9,557	7,748	82,986	109,400
	2023	10,191	8,887	10,956	10,355	10,394	10,529	12,343	12,607	10,579				96,841	
% Change 2019 to 2023		-1%	4%	6%	17%	19%	23%	0%	12%	17%				10%	
% Change 2022 to 2023		65%	28%	11%	15%	26%	14%	7%	0%	13%				17%	
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
	2022	1,164	1,293	1,804	1,546	1,485	1,206	1,392	1,477	1,310	1,210	1,306	966	12,677	16,159
	2023	1,420	1,227	1,356	1,350	1,455	1,295	1,387	1,481	1,242				12,213	
% Change 2019 to 2023		-13%	-3%	-15%	-21%	1%	-20%	-16%	-6%	2%				-11%	
% Change 2022 to 2023		22%	-5%	-25%	-13%	-2%	7%	0%	0%	-5%				-4%	

Physical Circulation - September 2023

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
MOUNT ELGIN	2019	654	642	801	770	927	698	864	887	759	691	718	612	7,002	9,023
	2022	785	873	768	839	676	823	815	929	823	721	820	398	7,331	9,270
	2023	806	628	902	655	809	792	822	974	759				7,147	
% Change 2019 to 2023		23%	-2%	13%	-15%	-13%	13%	-5%	10%	0%				2%	
% Change 2022 to 2023		3%	-28%	17%	-22%	20%	-4%	1%	5%	-8%				-3%	
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
	2022	3,418	2,812	2,924	3,719	4,057	4,382	6,034	6,594	4,984	5,130	4,713	3,842	38,924	52,609
	2023	5,262	3,993	5,053	3,814	3,593	3,789	4,553	4,584	3,748				38,389	
% Change 2019 to 2023		-2%	-14%	3%	-9%	-18%	-16%	-19%	-15%	-12%				-11%	
% Change 2022 to 2023		54%	42%	73%	3%	-11%	-14%	-25%	-30%	-25%				-1%	
OTTERVILLE	2019	955	973	890	981	805	1,241	1,535	1,430	1,176	1,170	1,160	847	9,986	13,163
	2022	1,097	957	1,730	1,468	1,233	1,593	1,898	1,957	1,339	1,149	1,139	1,403	13,272	16,963
	2023	1,280	1,436	1,453	1,355	1,302	1,279	1,516	1,511	1,272				12,404	
% Change 2019 to 2023		34%	48%	63%	38%	62%	3%	-1%	6%	8%				24%	
% Change 2022 to 2023		17%	50%	-16%	-8%	6%	-20%	-20%	-23%	-5%				-7%	
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
	2022	1,466	1,392	2,028	1,978	1,910	1,952	2,562	2,718	1,987	1,981	1,967	1,562	17,993	23,503
	2023	2,049	1,914	2,114	1,877	1,863	1,769	2,146	2,515	1,926				18,173	
% Change 2019 to 2023		58%	64%	75%	25%	36%	46%	38%	80%	52%				52%	
% Change 2022 to 2023		40%	38%	4%	-5%	-2%	-9%	-16%	-7%	-3%				1%	
PRINCETON	2019	623	686	746	802	760	667	898	791	637	606	508	488	6,610	8,212
	2022	742	872	1,125	1,204	1,034	886	926	1,107	1,134	1,040	1,182	1,219	9,030	12,471
	2023	1,205	1,121	1,434	1,336	1,270	1,244	1,251	1,353	1,265				11,479	
% Change 2019 to 2023		93%	63%	92%	67%	67%	87%	39%	71%	99%				74%	
% Change 2022 to 2023		62%	29%	27%	11%	23%	40%	35%	22%	12%				27%	
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
	2022	1,654	1,720	2,189	2,364	2,382	2,104	2,522	2,958	2,327	2,371	2,376	1,764	20,220	26,731
	2023	2,570	2,152	3,010	2,335	2,145	2,381	2,602	3,025	2,107				22,327	
% Change 2019 to 2023		69%	61%	78%	32%	27%	33%	9%	26%	20%				37%	
% Change 2022 to 2023		55%	25%	38%	-1%	-10%	13%	3%	2%	-9%				10%	

Physical Circulation - September 2023

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
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
	2022	963	1,257	1,540	1,646	1,706	1,705	2,296	2,527	2,199	1,869	1,802	1,734	15,839	21,244
	2023	1,980	1,587	1,779	1,850	1,820	1,765	2,523	2,354	1,909				17,567	
% Change 2019 to 2023		42%	33%	31%	45%	57%	54%	63%	57%	54%				49%	
% Change 2022 to 2023		106%	26%	16%	12%	7%	4%	10%	-7%	-13%				11%	
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
	2022	6,263	6,371	7,713	7,836	7,143	7,188	8,147	8,836	7,094	7,578	7,201	6,262	66,591	87,632
	2023	7,588	6,830	8,236	7,236	6,518	6,707	7,994	7,879	7,024				66,012	
% Change 2019 to 2023		-22%	-18%	-11%	-15%	-19%	-15%	-23%	-17%	-6%				-16%	
% Change 2022 to 2023		21%	7%	7%	-8%	-9%	-7%	-2%	-11%	-1%				-1%	
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	311,793	405,852
	2022	27,017	27,374	35,981	36,016	33,603	34,945	42,580	46,649	36,612	36,010	35,843	30,072	320,777	422,702
	2023	38,142	33,134	40,018	35,505	34,416	35,527	41,725	42,263	35,354				336,084	
Change 2019 to 2023		5.2%	6.5%	12.3%	7.7%	8.3%	11.4%	-0.2%	8.2%	12.8%				7.8%	
Change 2022 to 2023		41%	21%	11%	-1%	2%	2%	-2%	-9%	-3%				5%	

Digital Circulation - September 2023

	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTALS
Digital TV & Movies	2022	726	644	669	636	561	575	655	641	513	619	766	817	5,620	7,822
	2023	792	706	673	655	643	658	680	758	843				6,408	6,408
% Change - Digital TV & Movies		9%	10%	1%	3%	15%	14%	4%	18%	64%				14%	
Digital Magazines and Newspapers	2022	2,253	1,325	1,448	1,369	1,692	1,477	1,662	1,627	1,822	2,239	3,051	3,080	14,675	23,045
	2023	3,587	2,650	3,663	3,306	2,744	3,119	2,967	3,053	3,277				28,366	28,366
% Change - Digital Magazines & Newspapers		59%	100%	153%	141%	62%	111%	79%	88%	80%				93%	
Tumble Books	2022	248	143	162	145	117	138	39	40	10	38	100	57	1,042	1,237
	2023	92	66	73	79	62	92	25	31	86				606	606
% Change - Tumble Books		-63%	-54%	-55%	-46%	-47%	-33%	-36%	-23%	760%				-42%	
Digital Music	2022	1,564	1,724	2,837	1,596	2,291	2,430	1,239	1,460	1,605	1,236	1,498	1,965	16,746	21,445
	2023	2,769	2,346	1,418	1,455	1,389	1,366	1,573	1,465	1,573				15,354	15,354
% Change - Digital Music		77%	36%	-50%	-9%	-39%	-44%	27%	0%	-2%				-8%	
Digital Audiobooks	2022	6,176	5,522	6,153	3,385	3,430	3,424	3,571	3,842	3,536	3,523	3,652	3,565	39,039	49,779
	2023	3,973	3,646	4,133	4,001	4,221	3,812	4,030	4,557	4,228				36,601	36,601
% Change - Digital Audiobooks		-36%	-34%	-33%	18%	23%	11%	13%	19%	20%				-6%	
Digital ebooks	2022	6,996	6,315	6,686	6,500	6,464	6,258	6,683	6,827	5,893	6,317	6,055	6,137	58,622	77,131
	2023	6,885	6,489	6,865	6,489	6,437	6,318	7,065	7,181	6,648				60,377	60,377
% Change - eBooks		-2%	3%	3%	0%	0%	1%	6%	5%	13%				3%	
TOTAL Digital Circulation	2022	17,963	15,673	17,955	13,631	14,555	14,302	13,849	14,437	13,379	13,972	15,122	15,621	135,744	180,459
	2023	18,098	15,903	16,825	15,985	15,496	15,365	16,340	17,045	16,655	-	-	-	147,712	147,712
% Change - Digital Circulation		1%	1%	-6%	17%	6%	7%	18%	18%	24%				9%	

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: Freading, Hoopla Comics, Hoopla eBooks, Overdrive eBooks, Axis 360 eBooks

To: Oxford County Library Board

From: CEO/Chief Librarian

Service Delivery Model

RECOMMENDATION

1. That the Library Board receive Report No. 2023-31, Service Delivery Model, for approval.

REPORT HIGHLIGHTS

- Provides the final Service Delivery Model with amendments as requested at the August 15, 2023 meeting.

Implementation Points

Library Administration, the Community Librarian Team, and the Diversity, Equity and Inclusion Committee will be provided the Service Delivery Model to be used as part of planning for any service pillar changes. Staff will continue to update Appendix A – Service Delivery Guidelines to represent any updates to current state information.

Financial Impact







There is no financial impact beyond what has already been approved in the current year's operating budget. Once a final Service Delivery Model has been approved any impacts for implementation of the model will be included in future budget planning.

Communications

Pursuant to Board approval, the Service Delivery Model will be posted on the website. The document will also be provided to Library staff for further review and become part of the orientation package received by new staff at the level of Branch Supervisor and above. Library staff will also work with Strategic Communications to create a condensed version of the plan that can be referenced by staff or provided to community partners if required.

Report No: 2023-31
CORPORATE SERVICES
Board Date: October 23, 2023

Strategic Plan (2020-2022)

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

DISCUSSION

Background

At the August 15, 2023 meeting, the Library Board reviewed the draft Service Delivery Model. The Board made several change requests that have been included in the final review.

Comments

The final Service Delivery Model, Attachment 1, includes the following changes:

- Tier levels changed from 4 to 5;
- Library Mobile Outreach Unit separated from Village Branches;
- Addition of language around multi-purpose buildings in the first paragraph of the Spaces section (pg.8 of Attachment 1);
- Removal of word “age” in description of Home Delivery Service as part of the Collections section (pg. 11 of Attachment 1).
- Additional images and layout changes.

With these changes, staff believe the new Service Delivery Model is ready to be shared widely with the public and Library staff.

Conclusions

The new Service Delivery Model is intended to replace the current Service Delivery Policy and will be updated as needed to reflect current and future developments to Library services.

SIGNATURE

Departmental Approval:

Report No: 2023-31
CORPORATE SERVICES
Board Date: October 23, 2023

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENT

Attachment 1 – Service Delivery Model

Service Delivery Model





Service Delivery Model

Oxford County Library's Service Delivery Model will help the Library envision the future of library service through ongoing investment in the library's infrastructure and service delivery. The Model is both practical and aspirational, outlining a future-oriented and systemic approach to planning all aspects of library service.

The Service Delivery Model:

- Drives service excellence, innovation and efficiency by anticipating current and future needs;
- Provides scalable service options and planning guidelines for service development, while being flexible and responsive to changing community needs;
- Guides decision making for future services, resource allocation and staffing deployment;
- Makes a commitment to engage residents, communities, users, staff and other key stakeholders to understand and meet their needs;
- Ensures that the Oxford County Library's mission, vision and values are central to service delivery planning;
- Aligns with the Library and County Strategic Plans and other County and Area Municipal priorities.



The library will use this document, in conjunction with the Library Strategic Plan, to advance library operations to the seven area municipalities currently served by the Oxford County Library. This document, and the current state appendix, is updated as required to reflect the library priorities. Some of the guidelines and standards within have been met, while others envision a preferred future based on areas of growth and development.

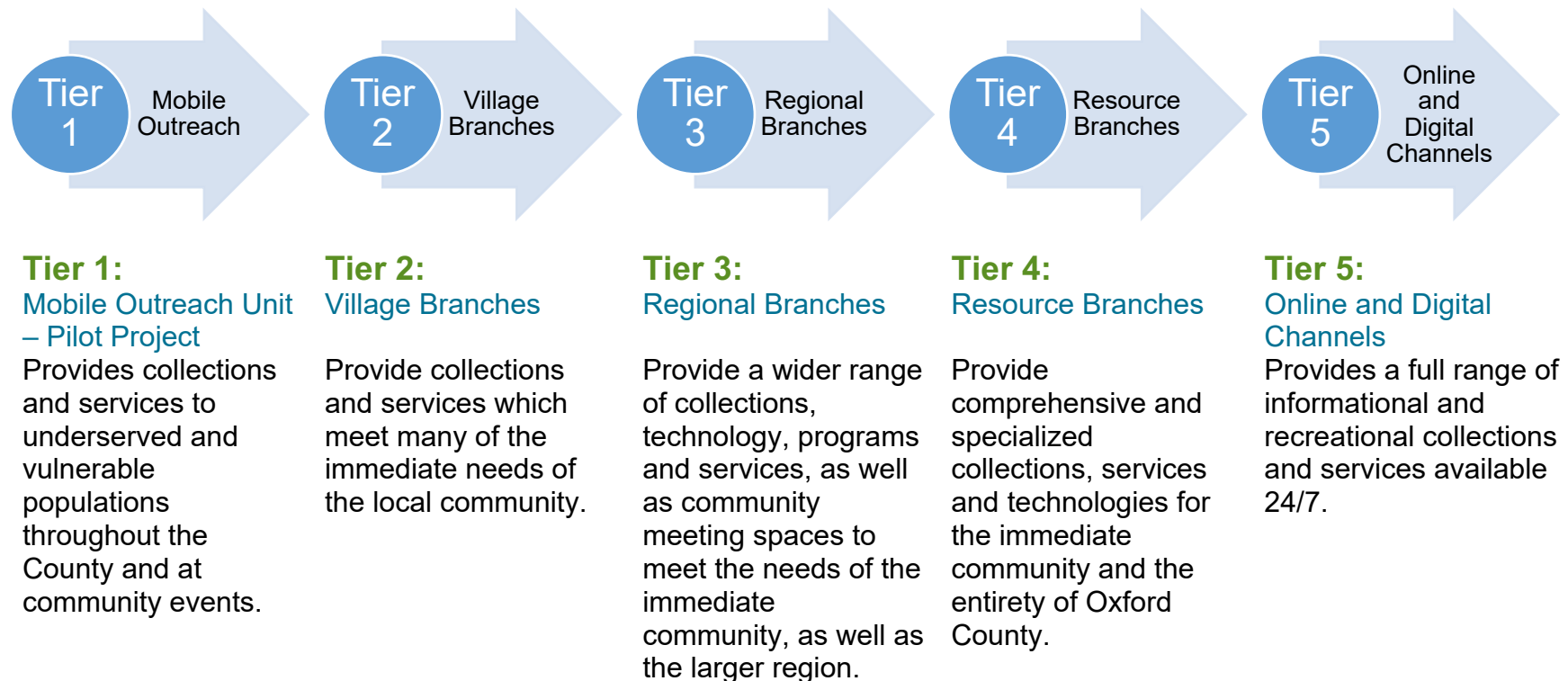


Four Tiers of Library Service

The Oxford County Library aims to provide customers with a seamless experience in person and online. The Library aims to ensure that every resident of Oxford County has the opportunity to use the library in ways that are convenient and responsive to their needs. The library provides service through four tiers of service to provide equitable access.

Libraries contribute to the economic and social vitality of their communities and support community development and social wellbeing. Libraries are Community Hubs that connect residents to each other and to the services and resources offered by the library and other agencies throughout the County.

The Oxford County Library's network is currently made up of:



Appendix A provides service guidelines and current state information for all tiers of service



Tier 1: Ox on the Run – Library Mobile Outreach Unit Pilot

As part of the 2023 Library Business Plan, the Ox on the Run Year-Round Mobile Outreach Pilot has been planned for 2023 and 2024. Utilizing a decommissioned ambulance, the two-year pilot will provide services year-round to provide:

- Popular collections and access to item holds;
- A range of library technology, programs and services to underserved and vulnerable communities and neighborhoods.

Throughout the pilot, Ox on the Run will make scheduled stops at a wide 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.



The pilot program is tied closely to Future Oxford's *Reducing Poverty Together Strategy 2022-2024* with 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. Connect residents with information from their Area Municipality;
 - Increase the number of active library cardholders.
- 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.

Tiers 2 – 4: Branch Network

Tier 2: Village Branches

Village Branches currently serve the following communities:

- Brownsville
- Burgessville
- Embro
- Harrington
- Innerkip
- Mount Elgin
- Otterville
- Princeton

These branches support the unique nature and needs of the village communities of Oxford by providing:

- Limited browsing collections for recreational reading and non-print materials for readers of all ages;
- Information resources to support local families, individuals, schools and community groups and businesses;
- A local service point for select area municipal and county services and resources;
- Access to technology via computers, wi-fi and basic printing services;
- Limited co-sponsored programs, in-branch activities and passive programming opportunities.





Tier 3: Regional Branches

Regional Branches currently serve the following communities:

- Norwich
- Plattsville
- Tavistock
- Thamesford

These branches build upon the services provided at Tier 1 by providing:

- A wider range of print and non-print materials, as well as alternative collections;
- A range of library and co-sponsored programs for all ages based on local and regional community needs;
- Access to study and meeting spaces both within the library space and as rentable meeting rooms;
- Further access to technology, including dedicated Teen Tablets, Library-run Technology Programs, and proposed addition of Curiosity Cabinets.



Tier 4: Resource Branches

Resource Branches are currently located within the following communities:

- Ingersoll
- Tillsonburg

These branches continue to build upon the services provided at Tier 1 and 2 by providing:

- Large and comprehensive collections of print and not-print materials for all ages, and increased access to larger alternative collections;
- Special collections that are relevant to the County as a whole, including genealogy and local history collections, as well as multilingual collections and resources;



- Regular programming for all ages, including co-sponsored programs and events with community agencies and local partners;
- System-wide support for larger programming initiatives such as the TD Summer Reading Program, 1000 Books Before Kindergarten and Forest of Reading;
- Increased access to technology, including dedicated Makerspaces, dedicated Teen Tablets/computers, Local History computer station with access to a microform reader/printer, and printing/copying/scanning options with both Black and White and Colour options.

Branch Hours of Service

The Library Board works with Library Administration to set branch service hours based on needs, available resources and maximum convenience of residents of local communities. The Library Board supports the Ontario Public Library Guidelines (OPLG) which states that all library branches should be open 12 hours or more per week. Oxford County Library supports and strives to meet the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum branch hours, while recognizing that opportunities to improve and enhance branch hours may not always meet these Guidelines.

- Village Branches: Minimum of 20 hours over 4 days per week
- Regional Branches: Minimum of 25 hours over 5 days per week
- Resource Branches: Minimum of 45 hours over 6 days per week

Branch hours will be reviewed each year in preparation for potential service level increases to be included in the next year's budget. Library Administration will also conduct community needs surveys every 3 years to determine if hours are sufficient for local community requirements.

The Library Board authorizes the Librarian Team to close a branch in the event of an emergency. All emergency closures will be reported to the Deputy Chief Librarian and reported to the Board via the monthly Librarian Report. In the event of an emergency, staff resources may be reallocated to give priority to Regional and Resource branches.



Tier 5: Online and Digital Channels

The library exists in an increasingly digital world, thanks in part due to the swift changes brought about due to the pandemic. Customers have grown to expect that library services should be available online at any time and accessible through any device. Customers expect convenient ways to access their library accounts, as well as services, programs and collections across multiple channels – online, in-branch, and through mobile technology and apps.

To this end, the library's website and online catalogue are major service points, supporting customers through:

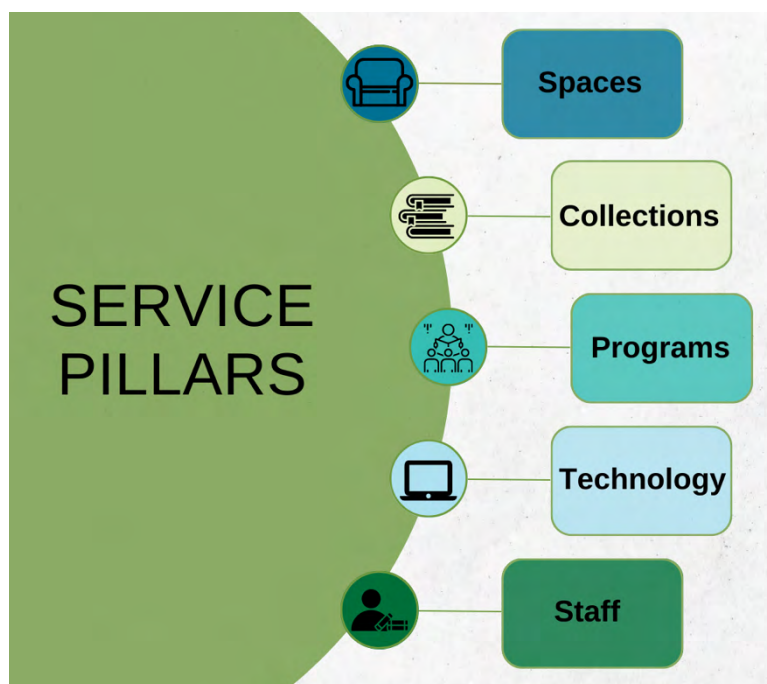
- discovery of services, programs and collections;
- placing holds or requesting titles for purchase;
- determining branch locations and hours.

The library's social media networks, e-Blasts and online communications offer:

- information and marketing of library resources, programs and events;
- customer support and engagement;
- awareness opportunities for new and returning library customers.

The library's online and digital channels should offer user-centred and accessible services through its online channels to:

- complement and extend access to in-branch services such as borrowing, account management; and discovery of programs, services and material;
- Deliver digital collection services such as eBook / Digital Audiobook lending, eLearning platforms and staff made tutorials, online research;
- Extend access to library programming through video and virtual programming;
- Increase the number of access points to the library's collections and content.



Spaces

Oxford County Library is committed to providing residents with excellent services in vibrant, welcoming and inclusive spaces. Branch libraries are currently housed in free standing and multi-purpose buildings, with preference given to multi-purpose builds for new locations. The Library Board works in collaboration through agreements and partnerships with the County of Oxford, local area municipalities, and other agencies and boards to operate branch libraries that meet the needs of the communities and function with maximum efficiency.

Branch Size

Oxford County Library supports and strives to meet the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum facility size, while recognizing that opportunities to improve and enhance branch libraries may not always meet these Guidelines.

- Village Branches: Minimum of 2,500 square feet
- Regional Branches: Minimum of 5,000 square feet
- Resource Branch's: Minimum of 10,000 square feet

Branch Signage

All library branches will have signage with the Oxford County Library Logo, branch name and website. Signage will adhere to a design standard where possible. Signage should be strategically placed to help identify branch locations and maximize exposure to car and/or pedestrian traffic. Those branches that do not have sufficient space will have signage affixed to the buildings.

All branches will have book returns featuring the Oxford County Library Logo if said returns are free standing.



Accessibility

Oxford County Library strives to minimize barriers to access for users. The Library Board recognizes that many Village Branches may not meet accessibility standards due to limitations of buildings. Accessibility of Village Branches housed in facilities owned by local municipalities or by private lease holders are the responsibility of said facility owners. Library Administration will support local municipalities in their attempts to address accessibility issues through grant applications and other opportunities as they occur. The Library Board will further look for opportunities to relocate Village Branches that cannot be made accessible through funding opportunities.

Where possible, the library will work with the County Public Works department to maintain Facility Accessibility Design Standards (FADS) as adopted by Oxford County in 2007 (https://www.oxfordcounty.ca/en/your-government/resources/Accessibility/FADS_2007_final.pdf).

Within library spaces shelving will be designed for Universal Accessibility with shelving being no more than 60 inches in height. Library staff will also maintain collections at a minimum of 15 3/4" above floor level. Aisle widths should be a minimum of 43 1/4".

Tier 2 – Village Branches

Village Branches will be located in either stand-alone or multi-purpose locations. In multi-purpose locations, common spaces will be shared with lease or MOU agreements in place regarding the use of space within the building for library services and/or programming.

Village Branches operate in single room configurations that provide the following spaces:

- Defined service areas / staff workspaces with ergonomic and accessible design;
- Adult collections areas with flexible seating options;
- Technology spaces for computers, tablets or laptops;
- Children's collections areas with appropriate height shelving and seating;
- Community bulletin board spaces and/or display space for community information.

The library will work with local area municipalities for continued options to expand current Village branch spaces to meet minimum space considerations and offer optimal space allocations as outlined in **Appendix A**.



Tier 3 – Regional Branches

Regional Branches will be located in multi-purpose locations when possible. As with Village Branches, multi-purpose locations will include shared common spaces covered via lease or MOU agreements. Regional Branches will include dedicated programming / meeting room spaces that will be managed by the library’s Meeting Room Policy.

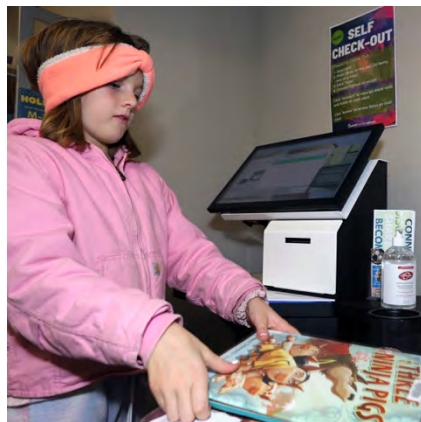
Building upon Tier 2 space requirements, Regional Branches will feature the following:

- Defined Children’s and Teen Spaces with seating options, collections and technology to meet the needs of the targeted age group;
- Back-office space for staff to complete administrative tasks;
- Enhanced technology spaces to meet technology guidelines found in **Appendix A**.

Tier 4 – Resource Branches

Resource Branches will be located in stand-alone or multi-purpose locations and provide enough usable library space to meet the growing demands of a modern full-service library. As with other branch tiers, multi-purpose locations will include shared common spaces covered via lease or MOU agreements. Resource Branches will include dedicated programming / meeting room spaces that will be managed by the library’s Meeting Room Policy, as well as study room spaces that will be managed by the library’s Study Room Policy.

Building upon Tiers 2 and 3 space requirements, Resource Branches will feature the following:



- A defined Local History space that will contain local history collections from across the County, as well as a dedicated computer workstation with microform reading/printing options and adequate study space for those doing research;
- Retail style display spaces near entrances to the library and throughout the space;
- A “community living room” space with lounge seating and newspaper / magazine collections close by;
- Collaborative study space and flexible seating options;
- Check-Out Kiosks for self-service options;
- Comprehensive technology spaces, including dedicated Makerspaces, to meet technology guidelines found in **Appendix A**.



Collections

All collections of the Oxford County Library are governed by the Collection Development Policy. The policy outlines the selection, maintenance and deselection of library materials, while also providing the process for residents of Oxford County to submit requests for purchase or reconsideration of library materials.

The library collects and curates information resources in all relevant formats to add value to the community and to reflect the diversity of community interests. The library strives to provide a balanced collection and maintain intellectual freedom, while providing current and accurate information.

The Service Delivery Model outlines the scope and focus of collections for each tier. However, the library also recognizes and values the unique nature of each branch community and attempts to respond to community needs based on demonstrated usage trends and/or requests.

Collections are available at all tier levels in either physical or digital formats. These collections are promoted through a variety of services and strategies, including:

- Through physical and digital displays in branch locations and through the library's website and catalogue to promote discoverability and browsability;
- Through the library's Mobile Outreach Unit with physical materials where possible and wi-fi access / mobile technology for access to digital collections in underserved or vulnerable communities across the County;
- Through the library's Home Delivery Service for residents unable to attend a branch in person due to ongoing health issues or ability;
- Through the Book Deposit Service that provides small collections of large print materials to care homes and other institutions.

Digital Collections

The library will maintain a large selection of digital collection options for all customers, free of charge. The library will use the guidelines, as outlined in the Collection Development Policy for the selection, maintenance and deselection of digital collections and services.

Digital collections should include the following types of resources:



- eBook and digital audiobook platforms
- digital music, movies, and series in streaming or downloadable formats
- Digital newspaper and magazine platforms
- Online learning tools / eTutoring options for lifelong learning
- Databases and digital reference materials

Reference Collections

While the library will prioritize digital reference materials for availability across branch tiers and 24/7 outside the library, the Regional and Resource Branches may maintain modest print reference collections as needed. The library will strive not to duplicate offerings between print and digital reference materials as a cost saving measure.



Local History and Genealogy Collections

Resource Branches maintain collections of County-wide local history and genealogical materials that meet the needs of customers/researchers. Digitization of historically significant documents is undertaken in-branch and made available on the library website. Each Resource Branch also maintains a collection specific to the Town in which they are located.

Regional and Village Branches maintain small local history collections that pertain to their local communities and that do not require archival storage.

Unpublished, original works are considered for digitizing and/or copying and subsequently donated to the County Archives or other suitable repository.

Express Collections

To ensure that all branches provide easy access to popular bestsellers, an express collection is provided at all branch locations. These items are non-holdable, non-renewable and are available for a shortened loan period.



Alternative Collections

The library maintains an eclectic collection of “Cool Things to Borrow” curated based on community needs, interests and availability of resources. These collections will also be supported through programming that introduces customers to the items and how they should be used.

Hold System

The library maintains a hold system to make all loanable materials available to all customers on an equal basis. This system treats all pick-up locations equally, and guarantees that customers not within easy walking/driving distance to a Resource Branch will be able to borrow materials held by that location. The library will also maintain a hold ratio to determine when more copies of an item should be purchased to meet the hold demand.

Collection Size

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

Oxford County Library supports and strives to meet the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for collection size, while recognizing that opportunities to improve and enhance branch collections may not always meet these Guidelines.

- Village Branches – 6,000 – 12,000 items
- Regional Branches – 12,000 – 24,000 items
- Resource Branches – 24,000 to 50,000 items.

Floating Collections

Oxford County Library collections “float” between branches. When an item is returned to a location, said location becomes the item’s “home” location. With floating collections, branches with high volume circulation can become overcrowded. Collection balance is maintained by branch staff in consultation for exchanges and maintenance with the library’s professional staff.



Programs

All programs and outreach events hosted by the Oxford County Library are governed by the Programming and Outreach Policy. The policy outlines the library's commitment to life-long involvement in cultural, educational and recreational activities that are inclusive and community-based.

The Oxford County Library engages the community through programs and outreach opportunities that support life-long learning, social and community development, creativity and innovation. Library staff develop program plans that meet or exceed community needs where possible. When developing or reviewing requests for new programs, staff review offerings within the community by other service agencies before committing library resources. Where possible, the library works with partner organizations to co-sponsor programs within library spaces. Programs that are co-sponsored enable the library to expand community access to high quality programs outside of the scope of branch staff.

Programming Framework

Tier 1 – Mobile Outreach Unit

The Ox on the Run Mobile Outreach Unit will provide programming for all ages at events and scheduled stops during the two-year pilot project. As with the Village Branches, Ox on the Run will work with community partners for co-sponsored programs as possible. Library programs will have a technology or literacy focus.

Programs may include:

- Technology Bootcamps and One-on-One Tech Help
- Mini Robotics and/or Maker Fairs
- Family Storytimes, kids craft programs
- Demonstrations of the Library's Alternative Collections such as STEAM Kits or Kitchen Equipment



Tier 2 – Village Branches

Village Branches will provide basic programming to families, children and teens during and outside of regular operating hours of the branch and subject to the availability of resources.



Passive programs will be offered regularly based on space requirements. These passive programs may include:

- Community puzzle building
- Scavenger Hunts
- Colouring or quick crafts
- Craft and Connect Kits for in branch or home use

Opportunities for co-sponsored programs with outside agencies or organizations will be pursued using a community-led approach.

A limited program budget will be provided to each branch for acquiring specialized supplies and/or external presenters. The use of external presenters will be planned collaboratively with other branches and/or other organizations to minimize costs where possible and in accordance with the library's *Programming and Outreach Policy*.

Tier 3 – Regional Branches

Regional Branches may provide programs both during and outside regular operating hours using branch program rooms and community space within the branch, subject to the availability of staffing and resources. Preference will be given to hosting programs during regular operating hours where possible.

Building on tier 1, Regional Branches will offer programs for all ages and a broader range of family and children's programs, including passive and co-sponsored program opportunities.

Tier 4 – Resource Branches

Resource Branches have system-wide responsibilities for larger event programming, including:

- TD Summer Reading Program
- 1000 Books Before Kindergarten
- Forest of Reading
- March Break Programming
- Family Literacy





Specialized programming staff plan, deliver and evaluate a wide range of library and co-sponsored programs for all ages on a year-round basis. 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.

Resource Branches also offer a wide range of technology, equipment and provide support for said technology through program offerings for all ages.

Tier 5 – Online & Digital Channels

The library will offer a limited number of virtual programs using live streaming, interactive media and audio/video recording options. Virtual programs will be evaluated with clear outcomes and service standards. Programs that do not meet said standards will be discontinued. Virtual programs will be subject to the availability of staffing and other resources.

Programs delivered via a virtual platform will:

- Abide by any copyright restrictions specific to sharing materials in a virtual and/or recorded format;
- Ensure that appropriate security protocols are followed;
- Not be recorded without prior knowledge and consent of all participants and/or parents/caregivers.





Technology

Technology at the Oxford County Library is overseen by the Internet Access and Technology Policy. The policy expresses the library's commitment to open and equitable access to technology.

Ongoing review of technology trends by Library and County staff enable the library to provide proactive, innovative and responsive technology service to customers.

Public access to technology is a key driver in a community's prosperity. The library plays a key role in advocating for and providing equitable access to technology to help bridge the digital divide and advance the goal of digital inclusion.



Technology Assistance

Library staff at all tiers will be trained to provide basic assistance with technology. Village branches may refer more complex issues to Regional or Resource branches, and may recommend other resources such as e-Learning opportunities provided by the Library.

One-on-one training, group training and technology coaching will be made available in Resource branches, Regional and Village branches will provide such opportunities where resources permit and/or utilizing volunteers.

Ox on the Run, the Library's Mobile Outreach Unit, will specialize in technology resources and training; offering services more commonly found at the Resource branch level to those in underserved areas and to vulnerable populations.

Printing / Scanning / Copying

All branches provide public access computer workstations with access to good quality printing, faxing, and scanning capabilities. Branches also offer mobile printing capability where documents can be sent to a Library printer from a mobile device, tablet or laptop. Fees are charged per printed/faxed page, depending on page size, single/double sided, and black and white or colour ink selections. There are a limited number of free exceptions for job seekers.



Computer Workstations and Public Wi-Fi

Computers, wi-fi access and high-speed internet services are available in all branches of the Oxford County Library. The number of computer workstations is normally assessed based on demand and available space. **Appendix A** includes Technology Guidelines that provide minimum numbers of computer workstations that should be found at each branch tier.

Public wi-fi should be offered at branch locations 24/7 with access reaching as far outside the building as possible for convenient use of the wi-fi system during closed hours.



Children's Literacy Stations

Children's digital literacy stations are available in select Village Branches determined by community need and space availability, and all Regional and Resource Branches. Children's digital literacy stations may include a desktop computer or tablet device, with or without touchscreen capability. These devices introduce younger children to computers and literacy-based applications.

Teen Computers / Tablet Stations

Dedicated areas for teen use at the Oxford County Library include access to technology (desktop and/or tablet devices), homework and study table space, teen-specific collections, and social areas with comfortable seating. Regional and Resource Branches will provide teen-specific areas as possible to encourage social growth and academic development for community youth.



Maker Culture / STEAM Learning

Technology Guidelines, found in **Appendix A** outlines Oxford County Library's dedication to Maker Culture and STEAM Learning. The guidelines provide base level services that OCL will strive to meet over the next five years.

Dedicated makerspace facilities will be available for individual and small group use at Resource Branches, as possible. These spaces support maker activities that reflect community interests and needs, lifelong learning and innovation through access to new technologies and services.

Oxford County Library makes STEAM activities available through relevant programs and collections for all branches. Ox on the Run will provide access to technology and STEAM activities through events and regular stops. The library maintains a collection of technology tools, including iPads, tablets, coding and robotics equipment for STEAM-based programming at branches.

Online & Digital Channels

The Oxford County Library maintains a website with relevant content and access to the Library's secondary websites (Oxford Reads), online catalogue, research and learning databases, digital download resources, and social media channels. The Library's social media channels serve to provide quick updates to the public about changing services, promotion of library resources and programs, awareness of County news and services, and assisting in the call for candidates to Library hiring. The Library's website also provides access to limited virtual programming and staff made technology training videos.





Staff

The Oxford County Library's priorities for succession planning and staff development are guided by three documents that lead the Library's organizational strategies for building and maintaining an effective staff team and service excellence:

- Oxford County Library's Strategic Plan
- Oxford County Library Values Statement
- County of Oxford's Competency Framework

These documents provide the guiding principles for staff recruitment and selection, performance management, and training and professional development. In-house training opportunities are offered quarterly through staff development days. Outside training is offered through courses, conferences, and web-based training sessions.

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.

Core competencies of the organization include:

- Strategic Thinking
- Fostering Innovation
- Service Excellence and Teamwork
- Accountability and Integrity

The Oxford County Library Board recognizes and strives to meet the ARUPLO guidelines and best practices for library staff. This includes staff complements and qualifications at each branch level. **Appendix A** provides optimal staffing guidelines and current state information.





Succession Planning

Library Administration will work to provide continual succession planning for key positions within the organization with an eye to both emergency / non-planned and long term opportunities. Said planning will look toward the potential future needs of the library with technological needs, community growth, staff safety and service delivery changes in mind.

Training and Skills Assessment

Within the past 20 years, libraries and the services offered have been changing at a rapid pace. Customer expectations now lean heavily toward increased technology needs, along with traditional library services. As such, library staff need to be well skilled to fulfill a variety of roles within a modern public library setting.

In order to meet these growing needs, library administration will look to create basic skills and training requirements for each role within the organization. Regular training opportunities will be provided to staff to help each individual meet their training goals and to provide increased training opportunities to individuals interested further development opportunities within the organization.

The library budget will meet ARUPLO best practice for training by including not less than 1% of the total staffing budget for training and professional development.

Administrative Staffing

Administrative staff will provide oversight and support services roles for service delivery. Some administrative positions may be called upon to assist at branch locations when needed.

Staffing at Tiers

Tier 1 – Mobile Outreach Unit

Library staff with the Ox on the Run Mobile Outreach Unit will provide Readers' Advisory, and reference information services at the same level as Village Branch staff. Ox on the Run Mobile Outreach Unit staff will offer more in-depth technology assistance than the Village Branches, limited only by the technology devices, resources and connections available in person at the time. Ox on the Run Mobile Unit staff teams will include one Specialist position and one Clerk position. Larger stops may require support by an additional person(s). Special events and outreach will be supported by services and staff from other tiers.



Tier 2 – Village Branches

Library staff at Village Branches will be trained to provide basic assistance with technology and will refer complex technological issues to Resource Branch staff or will recommend other resources, including free technology courses available through the Library's website subscription services. Village Branch staff will provide tailored Readers' Advisory services to customers of all ages, matching readers with materials that meet their reading, listening, viewing, or activity interests. This involves collection knowledge, readers' services skills and good conversation. Village Branch staff will provide reference and information service to all customers including those without Oxford County Library cards. In-depth or complex questions will be referred to Resource Branch staff. Branch Pages will refer all reference questions to Branch Supervisor or designate. Village Branch staff teams will include one Supervisory position. Depending on usage and traffic, the branch may also include a Page or Clerk position.

Tier 3 – Regional Branches

Regional Branch staff will be trained to provide an elevated level of technology assistance, Readers' Advisory, and reference information services in comparison to Village Branch staff. Staff at Regional Branches will be professionally trained with subject expertise in service areas allocated to address community needs. Regional Branch staff will provide leadership and management to support services at Village Branches. Regional Branch staff teams will include one Supervisory position, which may be a Librarian, and one or two Page positions. Depending on usage and traffic, the branch may also include a Clerk position.

Tier 4 – Resource Branches

Resource Branches have system-wide responsibilities for service delivery and support to staff teams. Resource Branch staff will be trained to provide an elevated level of technology assistance, Readers' Advisory, and reference information services in comparison to Village and Regional Branch staff. Staff at Resource Branches will be professionally trained with subject expertise in service areas allocated to address community and population needs. Resource Branch staff will provide support to village and regional branches, collections technical support, and access to materials and information. Resource Branch staff teams will include one Supervisory Librarian position, at minimum one Technician, and one Program Specialist. Usage and traffic of the branch will determine needs for Clerk and Page staff.



Tier 5 – Online and Digital Channels

Online and Digital Channels are maintained by System Support staff and staff at all other tier levels. As the need for greater care in the online and digital spaces grow, the library will look to determine if specialized positions should be added. Library staff are also supported by Oxford County staff in the Strategic Communications and Information Systems departments.





Appendix A: Service Guidelines

	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
	Mobile Outreach Unit	Village Branches	Regional Branches	Resource Branches	Online & Digital Channels
Spaces	1 Outreach Vehicle *Pilot (2023/2024)	8 branches	4 branches	2 branches	Websites, Apps, Catalogue, social media
Service Area	Entire Oxford County Library service area	Maximum of 3,000 residents in regular catchment area.	Maximum of 7,000 residents in regular catchment area.	Maximum of 20,000 residents in regular catchment area.	Entire Oxford County and surrounding area
Location	Provides access to underserved and vulnerable populations Stops will be located at convenient community focal points	Village and surrounding area Walking traffic & those within 10–15-minute drive	Village and surrounding area, including those across area municipality Walking traffic & those within 20–25-minute drive	Town and surrounding area including those across Oxford County. Walking traffic & those within 30- 35-minute drive	Maximum access and user convenience w/ 24/7 access Available anywhere with an internet / data connection
Population Served	75,000+	Up to 5,000	5,000 – 10,000	10,000 – 35,000	N/A
Population Estimates (2021 Census Data, County of Oxford Profile & Statistics w/ preliminary correction of 2.7% provided by Planning)	OCL Service Area: 77,100	SWOX Twp: 7,785 ○ BRO: 520 ○ MTE: 700 NOR Twp: 11,450 ○ BUR: 505 ○ OTT: 1,445 ZORRA Twp: 8,860 ○ EMB: 1,000 ○ HAR: 145 EZT Twp: 8,050 ○ INN: 1,600 B-B Twp: 7,770 ○ PRI: 610	NOR Twp: 11,450 ○ NOR: 4,330 EZT Twp: 8,050 ○ TAV: 3,380 B-B Twp: 7,770 ○ PLA: 1,840 ZORRA Twp: 8,860 ○ THA: 3,000	<ul style="list-style-type: none"> • ING: 14,065 • TIL: 19,120 	<ul style="list-style-type: none"> • County: 125,065+



connect. discover. share. become.

	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
	Mobile Outreach Unit	Village Branches	Regional Branches	Resource Branches	Online & Digital Channels
Optimum Size	N/A	2,500-5,000 square feet	5,000-10,000 square feet	10,000-35,000 square feet	
OCL Branch Sizes *sq. ft.	N/A	<ul style="list-style-type: none"> • BRO: 750 • BUR: 800 • EMB: 800 • HAR: 1,200 • INN: 1,038 • MTE: 676 • OTT: 2,080 • PRI: 1,100 	<ul style="list-style-type: none"> • NOR: 5,400 • PLA: 3,000 • TAV: 4,500 • THA: 4,000 	<ul style="list-style-type: none"> • ING: 12,160 • TIL: 8,400 	N/A
Optimum Weekly Hours	N/A	20-25 over 4 days	25-45 over 5 days	45-65 over 6-7 days	N/A
Weekly Hours of Operation	May to Sept → full year pilot (2 years)	<ul style="list-style-type: none"> • BRO: 12 hrs. over 3 days • BUR: 15 hrs. over 4 days • EMB: 12 hrs. over 4 days • HAR: 9 hrs. over 3 days** • INN: 12 hrs. over 3 days • MTE: 12 hrs. over 3 days • OTT: 12 hrs. over 3 days • PRI: 15 hrs. over 4 days 	<ul style="list-style-type: none"> • NOR: 35 hrs. over 5 days • PLA: 25 hrs. over 4 days • TAV: 35 hrs. over 5 days • THA: 35 hrs. over 5 days 	<ul style="list-style-type: none"> • ING: 51.5 hrs. over 6 days • TIL: 54 hrs. over 6 days 	24/7



	Tier 1 Mobile Outreach Unit	Tier 2 Village Branches	Tier 3 Regional Branches	Tier 4 Resource Branches	Tier 5 Online & Digital Channels
Optimal Space Allocation	N/A	<ul style="list-style-type: none"> • Mix seating with 10 to 20 user seats. • Defined Children’s area with space for children’s seating / table options. • Accessible and universal/non-gendered washrooms that include a change table for children. • Strive for Universal Accessibility thorough design of shelving and aisles. • Shelving should be no more than 60 inches in height. • Separate programming space / meeting room. • Flexible space for technology / maker equipment for public use 	<ul style="list-style-type: none"> • Mix seating with 30 to 50 user seats. • Defined Children’s and Teen spaces with seating options to meet needs of targeted age group. • Accessible and universal/non-gendered washrooms that include a change table for children. • Strive for Universal Accessibility thorough design of shelving and aisles. • Shelving should be no more than 60 inches in height. • Separate programming space / meeting room • Space for technology / maker space 	<ul style="list-style-type: none"> • Mix seating with 50 to 60 user seats. • Defined Children’s and Teen spaces with space with seating options and technology to meet needs of targeted age group. • Accessible and universal/non-gendered washrooms that include a change table for children. • Strive for Universal Accessibility thorough design of shelving and aisles. • Shelving should be no more than 60 inches in height. • Separate programming space /meeting room space. 	N/A



connect. discover. share. become.

<p>Optimal Space Allocation (continued)</p>		<ul style="list-style-type: none"> • Defined and ergonomic staff work space. 	<p>equipment for public use.</p> <ul style="list-style-type: none"> • Defined and ergonomic staff work space. • Back-office space for staff to complete administrative tasks. 	<ul style="list-style-type: none"> • Study rooms or quiet study space options. • Defined local history area with microform viewing / printing options and dedicated workspace for genealogical research. • Comfortable living room style space near adult collections. • Defined space for technology / maker space equipment for public use. • Self-check kiosks. • Defined and ergonomic work spaces for staff. With dedicated work space for full-time staff and shared desk options for part-time staff. • Defined service desks with accessibility options for the public. 	
--	--	---	---	--	--



connect. discover. share. become.

	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
	Mobile Outreach Unit	Village Branches	Regional Branches	Resource Branches	Online & Digital Channels
Optimum Program Room Size *sq. ft	N/A	400	400	500	N/A
Available Program Room Space *denotes fee charged for library use	<ul style="list-style-type: none"> Utilizing Outdoor Spaces (weather permitting) Rental of Community Spaces as needed. 	<ul style="list-style-type: none"> BRO: *use of Hall (~1,150) BUR: basement (~350) EMB: Green Room (480) HAR: *use of Hall (868) INN: *use of Hall (~1,500) MTE: *use of Hall rooms (800 & 2,400) OTT: N/A PRI: *use of Theatre (~360) & Foyer (~400) 	<ul style="list-style-type: none"> NOR: program room (420) PLA: program room (~350) TAV: program room (374) THA: program room (~150) THA - *use of Beauty Room (1,204) 	<ul style="list-style-type: none"> ING: program room (~450) TIL: program room (485) 	N/A
Optimal Program Offerings	<ul style="list-style-type: none"> Programs based on needs at each location. Provide co-sponsored events where available. Technology / Literacy Focus. 	<ul style="list-style-type: none"> Programs based on local community needs & interests. Provide co-sponsored programs where available. Limited Paid Performer options. Exhibit Space. 	<ul style="list-style-type: none"> Programs based on local community needs & interests. Mix of Adult and Children's programs. Provide co-sponsored programs where available. Paid Performer options. Exhibit Space. 	<ul style="list-style-type: none"> Broad range of library programs and events for all ages. Provide co-sponsored and partnership programs. Paid Performer options. Exhibit Space. Outreach to vulnerable populations. 	<ul style="list-style-type: none"> Virtual programming options & events.



	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
	Mobile Outreach Unit	Village Branches	Regional Branches	Resource Branches	Online & Digital Channels
Current Average Annual Program Attendance:	N/A	715 per branch (5,700 combined)	1,800 per branch (7,200 combined)	7,100 per branch (14,000 combined)	N/A
Collection Guidelines	<ul style="list-style-type: none"> • On Board Collection Size: 500 – 1,000 items. • General interest, popular collections based on interest. • Children / Teen offerings. • Holds available for pickup. • Loanable technology resources. 	<ul style="list-style-type: none"> • Size: 6,000 – 12,000 items • General interest, popular collections based on local interest. • Children / Teen collections should be a minimum of 1/3 of collection • Limited alternative collections (ex. Maker kits). 	<ul style="list-style-type: none"> • Size: 12,000 – 24,000 items. • General interest, popular collections based on local interest. • Limited local history, reference and special collections. • Children’s / Teen collections should be a minimum of 1/3 of collection. • Limited alternative collections (ex. Maker kits). 	<ul style="list-style-type: none"> • Size: 24,000 – 50,000 • General interest, popular collections based on local interest. • Larger local history, reference and special collections. • Children / Teen collections should be a minimum of 1/3 of collection. • Larger alternative collections (ex. Maker kits). 	<ul style="list-style-type: none"> • Digital Collections including: <ul style="list-style-type: none"> ◦ eBooks ◦ Digital Audiobooks ◦ Streaming Video & Music ◦ Digital Newspapers & Magazines ◦ Online Learning ◦ Databases ◦ Digitized Local History Collections
Current Collection Size *based on Annual Survey stats 2022.	N/A	<ul style="list-style-type: none"> • BRO: 2,934 • BUR: 6,064 • EMB: 3,130 • HAR: 3,392 • INN: 6,041 • MTE: 3,635 • OTT: 6,587 • PRI: 4,629 	<ul style="list-style-type: none"> • NOR: 12,077 • PLA: 8,175 • TAV: 8,609 • THA: 8,457 	<ul style="list-style-type: none"> • ING: 26,960 • TIL: 21,217 	N/A



	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
	Mobile Outreach Unit	Village Branches	Regional Branches	Resource Branches	Online & Digital Channels
Technology Guidelines	<ul style="list-style-type: none"> • Tech Toys • STEAM-based activities. • Tablets and Chromebook options for discovery and training. • Reliable wi-fi through mobile devices. 	<ul style="list-style-type: none"> • Minimum of 3 computer workstations. • Children’s Literacy station / Tablet. • B/W Printing and Mobile Printing. • Public wi-fi • STEAM-based in-branch activities. • Coding online & gadget devices. • Maker kits (holdable) 	<ul style="list-style-type: none"> • Minimum of 4 computer workstations. • Minimum of 2 children’s literacy stations / tablets. • Laptop or Chromebook lending options. • B/W and Colour print options with Mobile Printing. • Public wi-fi • STEAM-based in-branch activities. • Coding online & gadget devices. • Curiosity Cabinets for Maker options. • Library-run Tech Programs. 	<ul style="list-style-type: none"> • Minimum of 6 computer workstations. • 1 Local History dedicated workstation with microform viewing/printing. • Minimum of 3 children’s literacy stations / tablets. • Minimum of 7 Teen computer / tablet stations. • Laptop or Chromebook lending options. • B/W and Colour printing options with Mobile Printing. • Public wi-fi • STEAM-based in-branch activities and programs. • Coding online & gadget devices. • Dedicated Makerspaces with up-to-date technology. 	<ul style="list-style-type: none"> • Virtual Technology Programs and/or recorded videos • Online Learning options for Technology, STEAM activities and creation.



	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
	Mobile Outreach Unit	Village Branches	Regional Branches	Resource Branches	Online & Digital Channels
Current Technology	ChromeBooks iPads Printing Options: - B/W Printing Mobile Wi-Fi Cubelets Robotic Blocks	Public Computers: • BRO: 2 • BUR: 2 • EMB: 2 • HAR: 2 • INN: 2 • MTE: 1 • OTT: 4 • PRI: 2 Children's Literacy Stations: • BRO: 1 • BUR: 0 • EMB: 0 • HAR: 0 • INN: 1 • MTE: 1 • OTT: 1 • PRI: 1 Printing Options: • All branches – B/W Printing w/out Mobile Option.	Public Computers: • NOR: 6 • PLA: 3 • TAV: 5 • THA: 4 Children's Literacy Stations: • NOR: 2 • PLA: 2 • TAV: 3 • THA: 1 Chromebooks: • NOR: 2 Printing Options: All branches – B/W Printing w/ Mobile Option.	Public Computers: • ING: 6 • TIL: 11 Children's Literacy Stations: • ING: 3 • TIL: 2 Teen Stations: • ING: • TIL: Chromebooks: • ING: • TIL: Local History Station: • ING: 1 + Microform Reader/Printer • TIL: 1 + Microform Reader/Printer	<ul style="list-style-type: none"> • Mobile Printing for select Branch. • Limited Virtual Programming / Staff Made Technology Training videos. • Online Learning Options including: <ul style="list-style-type: none"> ○ Brainfuse Tutoring ○ ArtistWorks ○ Chilton Auto Repair Library ○ Creative Bug ○ Sign Savvy ○ Transparent Language ○ Universal Class
Optimal Staffing Complement (FTE)	2 – 4 (including Seasonal Student positions)	1 – 2.5	2.5 – 5	5 – 17.5	N/A



	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
	Mobile Outreach Unit	Village Branches	Regional Branches	Resource Branches	Online & Digital Channels
Current Staffing Complement (FTE)	2.33 for Pilot Project *Includes a Seasonal Student Position.	<ul style="list-style-type: none"> • BRO: .37 • BUR: .86 • EMB: .40 • HAR: .34 • INN: .72 • MTE: .40 • OTT: .66 • PRI: .54 	<ul style="list-style-type: none"> • NOR: 2.62 • PLA: 1.17 • TAV: 1.98 • THA: 2.09 	<ul style="list-style-type: none"> • ING: 8.91 • TIL: 8.02 	N/A
Optimal Qualifications of Supervising Staff	Professional Librarian	Library competency, e.g. post-secondary education + EXCEL Courses (OLS)	Professional Librarian	Professional Librarian	Professional Librarian

*Items in green represent current state and for planning only.

To: Oxford County Library Board

From: CEO/Chief Librarian

Library Technology Plan 2023-2024

RECOMMENDATION

1. That the Library Board receive Report No. 2023-32, Library Technology Plan, for approval.

REPORT HIGHLIGHTS

- Provides the Library Technology Plan 2023-2024, along with the goals and objectives outlined at the September Library Board meeting through Report 2023-27.

Implementation Points

Library staff will use the information gathered for the Library Technology Plan to continue to plan and implement future technology. Further reporting on the goals and objectives included in the plan will be provided to the Library Board on a regular basis.

Financial Impact

There is no financial impact beyond what has already been approved in the current year's operating budget. Any budget impacts for the 2024 budget year have been included in budget planning.

Communications

Pursuant to Board approval, a simplified version of the plan will be posted on the library website. Library and County Technology Staff will use the information provided within for future planning.

Strategic Plan (2020-2022)



Report No: 2023-32
CORPORATE SERVICES
Board Date: October 23, 2023

<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

In 2021 and 2022, Oxford County Library participated in the Library Impact Ontario (formerly Bridge) project lead by Toronto Public Library. This project included the collection of data on library technology use, as well as availability of library technology and instruction.

Also in 2022, the Ingersoll Branch launched Oxford County Library's first Maker Space. The space included technology such as a 3D printer, podcasting equipment and editing software, and much more.

A Library Technology Plan was outlined as a 2023 goal as part of the Library Business Plan. Having completed two years of data collection through the Library Impact Ontario project, along with the creation of a new Maker Space at the Ingersoll Branch, provided the Library with a good opportunity to begin reviewing and planning technology initiatives.

At the September 2023 Library Board meeting, staff brought forward the goals and objectives to be outlined in the overall Library Technology Plan.

Comments

The Library Technology Plan 2023-2024, Attachment 1, provides an in-depth review of:

- current library technology;
- current staffing with a technology focus;
- training for both staff and the public;
- goals and objectives achievable during the plan's time frame.

The creation of the plan provided staff with an excellent opportunity to gather many pieces of information into one location.

Conclusions

The Library Technology Plan will be updated on a regular basis along with goals for the upcoming years.

Report No: 2023-32
CORPORATE SERVICES
Board Date: October 23, 2023

SIGNATURE

Departmental Approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 – Library Technology Plan 2023-2024

Technology Plan

2023-2024





Technology Planning

The Oxford County Library is committed to providing consistent, updated technology and services that respond to the needs of the community. The Technology Plan is intended to guide priority activities to help the Library connect, discover, share and become.

Like the Library's Service Delivery Model, this plan intends to:

- Promote service excellence, innovation and efficiency by anticipant current and future needs;
- Guide decision making for technology resources, funding allocations and staff training and hiring needs;
- Ensure that Oxford County Library's mission, vision and values are central to technology planning;
- Align with the Library's Strategic Plan, as well as County and Area Municipal priorities.



Current Library Technology

Computers and Equipment

Each year the Capital Asset team provides the Library with an inventory of current computers, tablets and iPads as part of the Interdepartmental Charges review.

Funded Items are items that have received outside funding and are not part of the County replacement cycle. County IT has been replacing these computers, were possible, with older model *Retreads* that have been replaced by new items as part of the County replacement cycle. A recommendation moving forward is to replace these public computer retread units with new up-to-date computer hardware that supports new software and newer technology to help achieve our strategic goal to innovate access to services.

Replacement Charge items are those that are part of the County replacement cycle. These items will include an installation year and anticipated replacement year. Most items should be on a 4-year replacement cycle



A modified version of the spreadsheet has been provided below to ensure sensitive information has been redacted.

Type	IT Planned Replacement	Average Date to Replace	Number of Items
Funded Chromebooks	No	N/A	11
Funded iPads	No	N/A	5
Funded Staff Laptops	No	N/A	6
Funded Staff and Public Workstations	No	N/A	34
Retread Public Workstations	No	N/A	47
Chromebooks	Yes	2024	13
iPads	Yes	2020	43
iPad Mini	Yes	2016	1
Staff Laptops	Yes	2024	4
Staff MacBooks	Yes	2026	2
Android Tablets	Yes	2019	4
Staff and Pubic Workstations	Yes	2025	47



Other Library Technology Equipment

Specific Library equipment is not included in the County Asset Management and Interdepartmental list. These items are purchased separately through Library Accounts in consultation with County IT as required. Items may be purchased through Library Capital Budgets or with the help of donations.

Equipment	Location	Date Installed	Date to Replace	Replacement Cost
RFID Pads (24)	Various	2021	2031	\$1600
Printers in all branches (14)	Various	Various	As required	\$700
Microfilm units	Ingersoll / Tillsonburg	2022 / 2023	2027	\$11,000
Hand held scanners	All branches	Various	NA	\$50
Bibliotheca self-check unit (2)	Ingersoll / Tillsonburg	2021	2031	\$12,000
Cisco Phones	All branches	NA	NA	NA
Conversion station. Includes: desktop PC (IT inventory), VCR player, Conversion software/hardware, photo scanner (ING only)	Ingersoll / Plattsville	2018	2023	Desktop PC - \$2,000 VCR - \$500 Conversion Software/Hardware - \$200 Photo Scanner - \$700
Security devices	All branches			Determined by Facilities
Paper shredder	All branches	Various	NA	\$300



Blu-Ray/DVD player	Ingersoll / Plattsville /Tillsonburg	Various	NA	\$100
Yamaha 5.1 home theatre receiver	Tillsonburg	NA	NA	\$399
IR remote extension box	Tillsonburg	NA	NA	\$40
Detachable subwoofer/speaker	Ingersoll/ Tillsonburg	NA	NA	NA
Nintendo Switch video game console	Tillsonburg / Ingersoll	NA	NA	\$400
Nintendo Switch controllers (extra set, stored with Switch)	Tillsonburg / Ingersoll	NA	NA	\$100 per set
Merconnect illuminated writing boards (4)	Tillsonburg	NA	NA	\$300
Plantronics CO54 phone headset w/charging dock (2)	Tillsonburg	NA	NA	\$300
Dell docking stations for laptops (2)	Tillsonburg	NA	NA	\$100
ProLine 12" Digital Photo Frame	Tillsonburg	NA	NA	\$130
Portable projector screen	Ingersoll	NA	NA	\$100
Charging blocks for patron use (3)	Ingersoll	NA	NA	\$30
Charging block for children's computer	Ingersoll	NA	NA	\$30
Label printer	Ingersoll / Tillsonburg	NA	NA	\$50
Disc cleaner	Ingersoll	NA	NA	\$70
Laminator	Ingersoll / OCAB / Tillsonburg	NA	NA	\$200



TVs	Brownsville / Norwich / Otterville / Princeton / Tillsonburg	NA	NA	\$500
VHS/DVD player	Norwich	NA	NA	\$500
Projector	Ingersoll/ Norwich / Plattsville / Tillsonburg	NA	NA	\$700
Heat press	Norwich			
Wii	Norwich / Princeton	NA	NA	\$150
JVC CD Player	Innerkip	NA	NA	\$50

Maker Equipment

Along with a rotating collection of tech toys and maker equipment that travels between branches, the Oxford County Library has a dedicated Maker Space at the Ingersoll Branch. A Maker Space is a place where patrons can connect with others to learn new skills and create together, discover new technologies and become makers. A goal moving forward would be to create more dedicate Maker Spaces in additional branches to align with our goal to expand non-traditional service offerings.

Currently the Oxford County Library offers the follow Maker equipment for patron use:

Equipment	Location	Date Installed	Date to Replace	Replacement Cost
iMac	Ingersoll	2022	2027	\$1500
Sewing Machine	Ingersoll / Tillsonburg	2022	2027	NA
Cricut	Various	2022	2027	\$150-300
3D Printer	Ingersoll	2022	2027	\$3,500



Laminator	Ingersoll / Tillsonburg	2022		\$200
Yeti Microphone	Ingersoll	2022		\$100
Stamp Making Kit	Ingersoll	2022		\$100
Littlebits STEM kit	Ingersoll	2022		\$150
Button Maker	Ingersoll	NA		\$100
T-shirt Press	Ingersoll / Tillsonburg			\$500
Cricut Joy x 2	Tillsonburg			\$200
Tianse paper binder	Tillsonburg			\$500
Canon Camcorder	Tillsonburg			\$500 - \$1,500
Tripod	Tillsonburg	NA	NA	\$75
Tascam Digital Portastudio	Tillsonburg			\$500
Tower Garden by Juice Plus+ / with power unit	Ingersoll/ Tillsonburg	2019	2029	\$1000

Tech Toys

The following tech toys available for staff to use for in-branch programming. Apps must be loaded onto branch iPads ahead of use. Management of these tech toys can be difficult including supporting devices/software, staff training and broken parts/missing pieces.

Equipment	Location	Cost
Coding Critters	Ingersoll	\$60
Cubelets x2	Ingersoll	\$500



Cue x2	Ingersoll	NA (retired)
Dash & Dot x3	Ingersoll	\$180
Edison Robots x8	Ingersoll	\$60
Green Screen	Ingersoll	NA
Harry Potter Coding Kit	Ingersoll	\$150
LEGO WeDo 2.0 x2	Ingersoll	\$800 (retired)
littleBits Kit	Ingersoll	\$400 - \$500
Makeblock Neuron Inventor Kit	Ingersoll	\$150
Osmos x2	Ingersoll	Various approx. \$150
Ozobots x11	Ingersoll	\$2669 for 12 bots
Specdrums x2	Ingersoll	\$65
Sphero BOLT x2	Ingersoll	\$350
Sphero Mini x3	Ingersoll	\$100
Star Wars The Force Coding Kit x2	Ingersoll	\$40

Loanable Equipment

The Library currently loans a number of different kinds of technology to patrons including Playaway Views (preloaded tablets), Launchpads (preloaded tablets), Chromebooks for in-branch use, VOX books (talking picture books) and Maker Backpack kits. Preloaded tablets are intended primarily for children and teens. The tablets come preloaded with fully vetted, ad-free content and apps. Users can only access the pre-loaded content on the tablet there is no network access so there is no concern for safety or accessing age-inappropriate content. This collection is challenging to maintain as they are expensive to replace and are easy to



damage during loan period. For example, the Library no longer adds pre-loaded tablets to the collection due to ongoing damage caused by patrons to the charging ports and numerous cracked screens.

Oxford County Library does not currently lend out Wi-Fi hot spots, which is a significant gap in technology lending according to the 2021/2022 Bridge Report. However, Oxford County has a number of known dead zones where a hotspot would not pickup up service. Adding Wi-Fi lending to our technology lending program would help support our commitment to innovate access to services and provide equitable access to Wi-Fi, which is not currently available to all Oxford County residents due to financial or geographic restrictions. Implementation requires careful consideration about how these devices could be used to best bridge the digital divide in Oxford County considering our known dead zones. This would help work towards the goal of making OCL more inclusive and accessible to all residents.

Equipment	Location	Date Purchased	Date to Replace	Replacement Cost
Playaway Views	All branches	Various		\$120
Launchpads	All branches	Various		\$120
Maker Backpacks	Tillsonburg			\$100
Chromebooks (in branch only)	Various			\$300 - \$400
VOX books	All branches	Various		\$55

Online & Digital Channels

The Oxford County Library’s website is hosted by Oxford County at www.ocl.net. The Systems Support Librarian works with the Oxford County Web team to maintain this site. The County also hosts our robust Local History site, developed, managed and maintained by Local History Technicians. The County also hosts www.oxfordreads.ca, a shared site between Oxford County Library and Woodstock Public Library used to promote Oxford Reads, our yearly adult community reading program.



The Library's catalogue is hosted by Bibliocommons at ocl.bibliocommons.com. On the catalogue, patrons can access their account, our system-wide collection and create requests for titles not found in our catalogue.

OCL uses Google Analytics to track traffic and usage on our homepage and our catalogue.

Engaged Patrons is used to host the Library programming calendar, which includes a number of valuable tools such as registration, waiting lists and email reminders, which are all important features to our patrons.

The Library provides access to a number of electronic resources broken down in 5 different categories.

- **eBook and eAudio Resources**
- **Online Magazines/Newspapers**
- **Lifelong Learning**
- **For Kids**
- **Movies and Music:**

These resources are purchased in different ways. Some are purchased directly through the vendor independently, in coordination with the OLC and through the Ontario Library Service provincial program.

The biggest challenges of maintaining eBook and eAudio collections is the budgetary implications. eBook titles average about \$65 per copy and licenses often restrict lending to one user at a time. Prices for an eAudio book can be as high as \$250 for a single copy. Vendors are starting to add pay-per-use lending models, which is charged per use instead of per license. The cost to lend these titles can be exponential ranging anywhere from \$0.89 to \$12.99 per title checkout.

It can also be challenging to instruct patrons on how to use our different resources and navigate various logins to these resources because many of them have unique platforms and unique login information. Branch staff act as the first line of troubleshooting electronic resources with patrons and they escalate issues they cannot resolve to the Systems Support Librarian.

Library Systems / Software / Applications

The Oxford County Library has been a member of the Ontario Library Consortium (OLC) since 1986. The Ontario Library Consortium is one of the largest Library consortiums in Canada and combined serves over a million residents in Ontario. As a member of the consortium, OCL shares subscription costs and leverage power with a number of Library vendors.



Administration of the Integrated Library System (ILS) is provided by the Systems Support Librarian. OLC provides further technical support for the ILS and other related products, such as the online catalogue known as Bibliocommons.

The Library uses Envisionware in 2 branches (Ingersoll and Tillsonburg) to support PC reservation and public computer access. The remaining 12 branches currently do not have a PC reservation system to administer public computer access and this is done manually by staff. Mobile printing is offered at Regional and Resource Branches. Village Branches offer standard printing only. Consistent public computer service and mobile printing at all 14 branches should be considered as a future project.

In 2023 the Library purchased Deep Freeze, a reboot and restore application used to ensure patron privacy. This program refreshes each computer back to a standard profile wiping browser history, account credentials and further details commonly collected during browsing sessions. Oxford County Information Technology department is currently working to implement this needed privacy component on all public Library computers. The full implementation of this required application should be completed as soon as possible to ensure the privacy of those using the Library's computers.

The Library uses CollectionHQ to manage collection maintenance at all branches. This tool allows staff to creating weeding lists, transfer items and analyze the collection for performance. CollectionHQ also provides a DEI analysis tool and other tools to assist in the selection and deselection of materials.

Library staff currently use Library Aware to generate system-wide email marketing messages that are sent to approximately 12,000 patrons several times a month. These email messages include upcoming programming information, new resources, Library services, book recommendations and important branch information. Library Aware is unable to pull membership information from the ILS. As such, staff are required to import new user data weekly to Library Aware and push each eBlast to the entire email list. Library staff recommend moving to a more integrated system, such as Patron Point, in order to better segment and engage customers with email communications.

A number of other tools, hosted by different vendors, are used for collection purposes. For example, the ILS does not have the capacity to manage book club set reservations. To fill this gap, Kit Keeper is used to manage book club sets to ensure that Library book clubs receive their set when they need it.

The different tools used by the Library system, often do not integrate with the ILS or each other. As such, manual staff intervention is often required. Library staff continue to investigate other tools that could use less staff resources. However, tools with better integration are often cost prohibitive for OCL to implement. Future budgeting should look to improve process through the implementation of newer products.



Servers, Network and County Infrastructure

Servers (email/application/file storage) are a shared resource for all County and Library staff. All staff will be migrated to Microsoft 365 by the end of 2023. Wireless access points and controllers are currently being replaced at all locations County wide, should be complete late fall 2023. The County currently has a 1GB/1GB internet service. Branch internet speeds are dependent on location and available service in the area.

Staffing

Oxford County Library has an administrative team of 4 to support 14 branch locations including their technology needs. Branch staff direct all technology related questions and requests through the Systems Support Librarian. When reporting critical issues that affect branch operations (such as internet connection, telephone issues, computer malfunctions, etc.), branch staff are asked to report directly to the County's IT Support team and the Systems Support Librarian. This provides a system-wide view of technical issues and needs happening across all branches.

Oxford County Library has 5 dedicated Library technicians who are responsible for maintaining and reporting technical issues in their branches to the County IT Support department and the Systems Support Librarian. There are dedicated Library Technicians in the Ingersoll and Tillsonburg branches. Additionally, two technicians split their time working in a branch and at OCAB supporting system level work. The remaining 12 branches do not have dedicated Library Technicians. In these locations, the branch supervisor is responsible for reporting technical issues in their branches.

Technology replacements should be assessed for all branches on a regular bases and according to the replacement cycle plan. Staff report any faulty technology equipment as soon as possible to County IT Support and include the Systems Support Librarian. All branch requests for new technology are submitted to the Systems Support Librarian to review who will recommend purchases to the CEO/Chief Librarian.

The Systems Support Librarian develops connections with new Library vendors and supports onboarding for all new electronic resources. All technology software and hardware are purchase by County IT. The Library works with the County IT department on deployment of hardware and staff software solution. The Systems Support Librarian oversees this deployment and works with County IT Support.



Training

Staff Training and Development

Each new staff member receives a 3.5-hour ILS training session as part of their Library Training and Orientation. Training is also provided by individual vendors and made available to staff when new resources are added or current resources have had a significant upgrade.

Training is provided by the Systems Support Librarian at each formal staff meeting, through email TIPs and when requested by staff.

Staff are currently working on developing a monthly staff tech session that highlights different technology topics for branch staff. Staff who cannot attend live are encouraged to watch the recording made available on our internal network drive.

An internal FAQ site is currently in development to help remote branch staff answer procedural questions. This resource will be created as a G Site and is based on work that has been done by the Region of Waterloo Library.

Technology Training and Coaching for the Public

Tech help is available at all 14-branches. Our largest branches (Ingersoll and Tillsonburg) offer formal tech talks, tech drop-in and appointments. There is a tech help form available on the Oxford County Library website for all patrons to access to request a tech help appointment with one of our Library Technicians.

Shifting towards adult-focused programming for the fall and winter, the Ox on the Run one-year pilot project will be offering drop-in tech help hours in smaller Oxford County communities. Responsive to community needs, these drop-in sessions will act as an additional resource for single-staff branches and will expand patron support.



Technology Goals and Objectives 2023-2024

- Plan and implement the expansion of alternative collections and service offerings to include more digital resources, access to technology, and unique collections.
 - 2024 – Implement a Wi-Fi Hotspot Lending Program
 - 2024 – Review current alternative collections and provide suggestions for new collections
 - 2023 – Review current digital resources for potential cuts and/or changes in the 2024 budget (Done)
 - 2023 / 2024 – With the assistance of County IT, finalize the Local History Newspaper Database Project (In Process).
- Update existing technology within OCL branches to help standardize and expand services based on the Service Delivery Model.
 - 2023/2024 – Examine Wi-Fi speeds to ensure the service is meeting 50 Mbps or higher as outlined by the CRTC.
 - 2023/2024 – Deploy Deep Freeze, a privacy and security application, on all public access computers (In Process)
 - 2024 – Search for funding opportunities to update existing public computer infrastructure and equipment.
- Promote digital literacy through educational programs and/or technology help to the community and staff.
 - 2023/2024 – Develop a robust internal staff site to answer branch-level procedural questions; provide technology help and tools; and host other resources for staff (In Process)
 - 2024 – Provide branch staff with a minimum of one hour per month of technology training opportunities.
 - 2023/2024 – Continue to develop technology-based programming at branches and through Ox on the Run outreach programming. Programs should focus on STEM learning through the use of robotics, coding and maker programs (In Process).
 - 2024 – Review staff job descriptions with an aim to add technology elements at all levels. Look for opportunities to develop new positions to take on digital learning and programming with Maker / STEM elements.
- Undertake a Library Technology Review with the help of a knowledgeable consultant who can bridge the gap between Library staff and the County's Information Services and Information Technology teams, while keeping community needs in mind. The review should examine current practices and tools, while also providing a roadmap that will guide Library services and technology into 2029 (2024 – Business Plan Goal).

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

Donation Policy

RECOMMENDATION

1. That the Library Board approve adoption of the County of Oxford Donation Policy 6.21, as attached to Report 2023-33 to replace and repeal the Library Board's Donations, Sponsorship and Fundraising Policy.

REPORT HIGHLIGHTS

- The purpose of the policy is to ensure the Library's acceptance and receipting of charitable donations is compliant with the Income Tax Act and Canada Revenue Agency guidelines and standards.
- Formal adoption of County policies and forms was first approved by the Library Board in 2015 and was reaffirmed under Report No. 2022-12, dated June 20, 2021.

Implementation Points

Upon the Board's adoption of the recommendation contained in this report, the Donation policy will take effect immediately and staff will prepare appropriate procedures and promotional information brochures for circulating at Library Branches, County buildings and when attending community events.

Financial Impact

There are no financial implications associated with the recommendations contained in this report beyond what has been approved in the current year's budget.

Communications







The policy will be communicated to staff, in particular to those generally accepting or responding to inquiries regarding charitable donations.

The [Oxford County Library website](#) will also be updated to inform the public how they can donate to support our Library services, either in person or online through Canada Helps.

Report No: 2023-33
CORPORATE SERVICES
Board Date: October 23, 2023

Promotional print materials will also be prepared for circulation at our 14 Library branch locations, Oxford County buildings as well as when staff attend community events.

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.	6.i.

DISCUSSION

Background

The formal adoption of County policies and forms was first approved by the Library Board in 2015 and has been reaffirmed during the five-year accreditation reviews, the most recent being June 20, 2021, through Report No. 2022-04.

The County has been receiving increased public interest in donating to County and Library services in return for a charitable donation receipt for income tax purposes. Presently, all donations with the exception of some received by Library services are manually processed, recorded and reported.

Oxford County Library has had a Canada Helps donation page for a number of years that accepts online donations with automated receipting delivered directly to the donor. Canada Helps also provides reports that are necessary for the Library to meet the annual Charitable Organization reporting requirements.

Comments

With the increase of inquiries for donations and issuance of charitable receipts, County staff began preparing for a Canada Helps donation page for all other County services to be administered through Canada Helps as well as in-person. In preparation, a donation policy was established to set out a framework for consistent evaluation and acceptance of donations. It aims to help ensure that all donors are treated fairly and equally, regardless of size or significance of the contribution. Consistency will also assist in building trust with donors and avoid perceptions of favouritism. With that in mind the new policy was designed to incorporate the specific needs for administering the Library's donation, sponsorship and fundraising policy to ensure consistency and trust in these transactions are achieved and maintained across all County services.

A high-level summary of the proposed Policy provisions is provided below. A copy of the draft policy is attached to this report as Attachment 1.

Report No: 2023-33
CORPORATE SERVICES
Board Date: October 23, 2023

Purpose

The purpose of this policy is to set out in accordance with the Income Tax Act and Canada Revenue Agency guidelines and standards for: accepting donations; issuing official income tax receipts; collection; recording; reporting; and disbursement of a donation.

Accepting Donations

The County reserves the right to accept or decline any donation. Donations must be for purposes consistent with the County's mandate, programs, services and activities and must be deemed by the County to be in the public interest.

Gifts In-kind

Gifts in-kind must be free and clear of all encumbrances, conditions and restrictions to allow the County to use the gift at their discretion. An appraisal of the gift in-kind will be required for gifts anticipated to be in excess of \$1,000.

Donation of Land and Building

In the event of a proposed donation of land and building, a report will be presented to County Council in order to authorize receipt of the donation. The report will indicate the nature of any studies, investigations recommended and provide preliminary estimates of cost of obtaining outside experts/consultants in assessing the property condition. Subject to Council's approval to proceed with further consideration, an independent appraisal of the property will be completed in accordance with Canada Revenue Agency (CRA) regulations.

Official Income Tax Receipts, Records, Accounting

The Finance division will be responsible for the following:

- issuing all official income tax receipts in accordance with the Income Tax Act and CRA guidelines;
- maintaining proper books and records supporting all official income tax receipts; and
- recording the donations in the appropriate accounts and assuring the funds are disbursed only for their intended purpose.

Supplementary to the new policy, Library staff will prepare procedures for staff guidance to administer the new policy and informative promotional materials to heighten public awareness and support for Library services.

For the Board's information, the Library's Donation, Sponsorship and Fundraising Policy that will be repealed and replaced with the adoption of the recommendation in this report is provided as Attachment 2 to this report.

Conclusions

A donation policy is essential for the County and Library to maintain transparency, legality, fairness, and ethical standards in fundraising and donation acceptance processes. It serves as a guiding document that helps the County and Library effectively manage and leverage donated resources for the benefit of the community while mitigating potential risks and ensuring public trust.

Report No: 2023-33
CORPORATE SERVICES
Board Date: October 23, 2023

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

ATTACHMENTS

Attachment 1 – Oxford County Donation Policy 6.21

Attachment 2 – Oxford County Library – Donations, Sponsorship and Fundraising Policy



GENERAL POLICY MANUAL

SECTION:	Finance	APPROVED BY:	Council
NUMBER:	6.21	SIGNATURE:	
PAGE:	1 of 5	DATE:	September 27, 2023
REFERENCE POLICY:		REVISED:	N/A

Donation Policy

PURPOSE

- 1.0** The purpose of this policy is to set out in accordance with the Income Tax Act and Canada Revenue Agency guidelines and standards for:
- i. Acceptance of Donations
 - ii. Issuing Official Income Tax Receipts to donors for income tax purposes; and,
 - iii. Collection, recording and disbursement of Donation.
- 1.2** This policy applies to all County departments and boards falling within the financial reporting requirements of the County of Oxford.
- 1.3** The County may issue charitable receipts under two Canada Revenue Agency qualified donee accounts:
1. Oxford County controlled organizations in accordance with CRA's expanded definition of "municipality"; and
 2. Oxford County Library Board is a registered charity, therefore Donations received will be issued separate income tax receipts

DEFINITIONS

2.0 For the purposes of this Policy,

Advantage – the total value, at the time the gift is made, of all property, services, compensation, or other benefits that a person is entitled to receive in relation to the gift. The advantage may be conditional or receivable in the future, either by the donor or a person or partnership not dealing at arm's length with the donor.

County – means County of Oxford or Oxford County and the Oxford County Library Board

CRA – means the Canada Revenue Agency.

Donation – means a gift, bequest, financial contribution, or in-kind contributions of tangible property such as art, furniture, equipment, material of historical interest, which has been given voluntarily and without compensation or non-monetary consideration such as advertising, promotion or services.

Donor Recognition Advantage – Special recognition of donation that is considered sponsorship. Factors to consider to be evaluated in determining Advantage include the

GENERAL POLICY MANUAL

SECTION:	Finance	APPROVED BY:	Council
NUMBER:	6.21	SIGNATURE:	
PAGE:	2 of 5	DATE:	September 27, 2023
REFERENCE POLICY:		REVISED:	N/A

source, purpose of the donation, whether there is a contract, naming of the donation and ability to apply a value to the recognition.

Eligible Donation – This is the amount for which a receipt can be issued pursuant to this policy and Canada Revenue Agency.

Gifts In-Kind – means a gift of tangible property, other than cash, that are deemed eligible donations pursuant to this policy.

Fair Market Value (or Valuation or FMV) – means the highest dollar value that a property would bring in an open and unrestricted market, between the willing buyer and the willing seller who are acting independently of each other. The fair market value of a property does not include taxes paid; taxes are costs incurred by the donor.

Non-Qualifying Donations – means donations for which an Official Income Tax Receipt cannot be issued in accordance with CRA guidelines and deemed eligible pursuant to this policy.

Official Income Tax Receipt – means a receipt issued by the County as a Qualified Donee under the Income Tax Act, for a Donation made to the County, which may be used by the donor to claim a tax credit on their income tax return.

Sponsorship – occurs when a business makes a donation toward the cost of a County activity or event and, in return, the charity advertises or promotes the business's brand, products or services.

Treasurer – means the County's Director of Corporate Services, or designate.

POLICY

3.0 Accepting Donations

- i. The County reserves the right in its sole discretion to accept or decline any Donation.
- ii. Donations must be for purposes consistent with the County's mandate, programs, services and activities and must be deemed by the County to be in the public interest.
- iii. Donations are only to be accepted if the County has, in its sole discretion, the ability to meet the initial and ongoing costs and obligations associated with the Donation.
- iv. The County shall not accept a Donation where any Advantage will accrue to the donor or to any person not dealing at arm's length to the donor as a result of the Donation. The County may decline Donations from any donor who, in the opinion of the County, represents a reputational risk to the County through involvement in activities that are contrary to the values of the County. Examples include but are not limited to:



GENERAL POLICY MANUAL

SECTION:	Finance	APPROVED BY:	Council
NUMBER:	6.21	SIGNATURE:	
PAGE:	3 of 5	DATE:	September 27, 2023
REFERENCE POLICY:		REVISED:	N/A

- Proven or suspected criminal organizations; and
 - Organizations that promote hatred against individuals or groups.
- v. The County may not accept Donations from individuals or organizations currently in litigation against the County.
 - vi. The County will accept Donations from community groups, organizations and individuals subject to general direction. Donations where the purpose is not specified are deemed to be undesignated and become contributions to general revenue of the County or Library, as the case may be.
 - vii. The County will accept the involvement of charitable organizations and community groups in fundraising activities for projects related to the repair, enhancement or construction of County-owned facilities.
 - viii. Where the donor requests that conditions be placed on the use of the Donation, the Treasurer must be consulted to ensure that the appropriate agreements are prepared prior to accepting the Donation.
 - ix. The provision of “donor recognition” is not considered a Donor Recognition Advantage within the regulations as long as the donor receives the same level of recognition as all other donors with no special treatment and the recognition is minimal.

3.1 Gifts In-Kind

- i. In-Kind Donations to the County must be free and clear of all encumbrances, conditions and restrictions and shall provide that use of the property be entirely at the discretion of the County.
- ii. Final acceptance of an In-Kind Donation will require a transfer of title or ownership through a written agreement as to the future use and disposition except with respect to applicable legislation on preservation, copyright and/or resale. An agreement, satisfactory to the Treasurer, signed by the donor and the County shall be required prior to the acceptance of the In-Kind Donation.
- iii. In the event of a significant Donation of land and/or buildings to the County, refer to section 3.2.
- iv. In-Kind Donations of \$1,000 or more the donor shall provide an external appraisal prepared by an independent arm’s length qualified appraiser or other third party supporting documentation, satisfactory to the Treasurer to substantiate fair market value.

3.2 Donation of Land and Building

- i. A report must be submitted to County Council authorizing approval to proceed with further discussion with the potential property donor. This initial report will, among other things, indicate the nature of any further studies or investigations recommended and

GENERAL POLICY MANUAL

SECTION:	Finance	APPROVED BY:	Council
NUMBER:	6.21	SIGNATURE:	
PAGE:	4 of 5	DATE:	September 27, 2023
REFERENCE POLICY:		REVISED:	N/A

provide preliminary estimates of the cost of obtaining outside experts/consultants in assessing the building/property condition. This initial report will be on a confidential basis unless consent for disclosure is received from the potential property donor.

- ii. Where the County Council authorizes proceeding with accepting the donation, an independent market value appraisal of the donated property shall be completed in accordance with the current regulations of Revenue Canada for the purposes of issuing an income tax receipt, at the expense of the donor.

3.3 Official Income Tax Receipts

- i. The Finance Division will issue all Official Income Tax Receipts for Donations for County programs or projects that qualify as Charitable Gifts in accordance with the Income Tax Act, regulations and CRA guidelines, and in accordance with the following:
 - Official receipts for income tax purposes shall be authorized by the Treasurer for eligible gifts and gifts-in-kind made to the County;
 - For gifts in-kind, the fair market value of the Donation must be supported by an independent arm's length appraisal or other third party supporting documentation, satisfactory to the Treasurer;
 - Receipts shall be made in the name of the donor only;
 - Receipts shall be issued for all Donations having a value of \$10.00 or more, if requested by the donor.
- ii. Non-Qualifying Donations, in accordance with the Income Tax Act, regulations and CRA guidelines include:
 - Intangibles such as services, time, skills and effort;
 - Donations that are given to the County intended as a flow through to a specified recipient who does not have charitable organization status (a Qualified Donee as defined in CRA Donation guidelines);
 - Donation of business marketing products such as supplies and merchandise;
 - Sponsorship in the form of cash, goods or services toward an event, project program or corporate asset in return for commercial benefit. (i.e. product or logo placement or presenting sponsorship);
 - Donations for which the FMV of the Advantage or consideration provided to the donor exceeds 80% of the value of the donation. (i.e. dinner, golf, or entertainment ticket events);



GENERAL POLICY MANUAL

SECTION:	Finance	APPROVED BY:	Council
NUMBER:	6.21	SIGNATURE:	
PAGE:	5 of 5	DATE:	September 27, 2023
REFERENCE POLICY:		REVISED:	N/A

- An In-Kind donation for which the FMV cannot be determined;
- Transfers of cash, property or assets to satisfy a condition, such as a court order, or requirement of the County's approval process, such as a site plan or subdivision agreement;
- When the donor has directed the funds to a specific person or family.

3.4 Records

- i. The County shall maintain proper books and records supporting all Official Income Tax Receipts issued.
- ii. Copies of Official Income Tax Receipts issued must be retained and filed in accordance with the County's records retention policy.
- iii. The County will maintain records of all donations, the contents of which will be protected by current privacy legislation (*Municipal Freedom of Information and Protection of Privacy Act*).
- iv. Donors' names and contact information will not be shared in any way with parties outside the County. Donor information may be used for ongoing communication and the solicitation of future gifts with donor consent.

3.5 Accounting

- i. Where Donations are received by the County, the funds will be recorded in the appropriate account by the Treasurer.
- ii. Donations directed for specific operations or for specific capital projects shall be deposited to the donation revenue account of the appropriate program.
- iii. Donations may be disbursed only for their intended purpose and in accordance with the terms, conditions, restrictions or any agreement governing the use of the Donation.



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Board Motion Number:	2021-14	Date of Review:	2026
Date Approved:	May 17, 2021	Chairperson's signature:	
Reference Documents:	<i>Collection Development Policy</i> <i>Canadian Library Association Position Statement on Corporate Sponsorship Agreement in Libraries</i> <i>A Donor Bill of Rights</i>		

DONATIONS, SPONSORSHIP AND FUNDRAISING POLICY

BACKGROUND

Oxford County Public Library is a registered charity and follows all relevant rules and regulations of the Canada Revenue Agency (CRA).

Oxford County Library (OCL) gratefully accepts and encourages donations, gifts, and sponsorships from individuals, groups, foundations and corporations that help to fulfil the vision, mission and strategic priorities of the library. Donations to OCL will fund enhanced and value-added services and programs, and capital enhancements which support OCL's mission and objectives.

PURPOSE

The purpose of this policy is to provide guidelines with respect to the acceptance of donations and the creation and administration of sponsorship partnerships and fundraising campaigns.

PROCEDURES

For the purpose of this policy,

Donation shall mean a gift or contribution of cash, goods, or services given voluntarily toward an event, project, program or corporate asset as a philanthropic act.

Sponsorship shall mean a gift from a corporate entity, individual or community group in support of an Oxford County Library project or event, in return for some form of recognition.

Section A: Donation Acceptance

The scope of this policy includes Donations of:

- Money
- Books and other print materials
- Audio visual materials
- Art and photographic works
- Equipment (including items for Kitchen Library, musical instruments)
- Other in-kind gifts or services

Board Motion Number:	2021-14	Date of Review:	2026
Date Approved:	May 17, 2021	Chairperson's signature:	
Reference Documents:	<i>Collection Development Policy Canadian Library Association Position Statement on Corporate Sponsorship Agreement in Libraries A Donor Bill of Rights</i>		

- Property of significant value, such as real estate or securities
 - Planned gifts, such as willed donations, bequests or endowments.
1. The Library reserves the right to refuse Donations or Sponsorship opportunities which it deems inappropriate or unsuitable to the Library's mission, goals, policies, and best interests.

Due to the large volume of book Donations the Library is offered each year, it may only accept items which are in excellent condition and that fall into one of the following categories:

- Hardcover books published in past two years;
- Paperbacks published in the current year;
- Local History materials;
- Works by local authors.

The Library does not accept:

- Magazines, including *National Geographic*;
- Textbooks;
- Encyclopedias;
- VHS tapes or other superseded technologies;
- Unlicensed copies (e.g. galley proofs);
- Most computer books;
- Materials in poor condition;
- Other items as determined by the Library.

2. All Donations become the Library's exclusive property and must be of a clear and unencumbered nature.
3. The Library reserves the right to utilize Donations in the Library's best interests and maintains complete jurisdiction over the disposition and/or eventual disposal of all Donations.
4. The Library has no obligation to inform the donor of the disposition of the Donation materials, to retain intact, or to reserve special library shelving for, unsolicited gifts of private collections.
5. Financial Donations may be allocated for use at a specific branch or branches. However, donated books and other circulating materials cannot be guaranteed to remain in a particular branch location as it is a floating collection.

Board Motion Number:	2021-14	Date of Review:	2026
Date Approved:	May 17, 2021	Chairperson's signature:	
Reference Documents:	<i>Collection Development Policy Canadian Library Association Position Statement on Corporate Sponsorship Agreement in Libraries A Donor Bill of Rights</i>		

6. Donated materials will not be accepted as payment for lost or damaged library materials unless it is an exact copy in pristine condition and the Library wishes to retain a copy in the collection.

Section B: Charitable Receipts

1. Upon request, official receipts will be issued to donors for income tax purposes for Donations of \$10 or more, in accordance with The Income Tax Act.
2. For accepted new gifts-in-kind or services-in-kind, an official receipt will be issued for the fair market value or invoiced price. A copy of any such invoice must be provided before a receipt can be issued. It is the donor's responsibility to provide a written appraisal from a reputable establishment for in-kind donations with a fair market value over \$1,000. Gifts-in-kind with a fair market value of less than \$1,000 need not be accompanied by a professional appraisal; however, the Library reserves the right to require an expert opinion on the value of the Donation before issuing a receipt.

Section C: Donor Research

1. All research undertaken by the Library on current and potential donors will be limited to its funding development process and no other purpose.
2. Research methods will respect the individual's right to privacy and information will only be acquired through publicly available sources.

Section D: Donor Records

1. The Library will maintain records of all donations, the contents of which will be protected by current privacy legislation (*Municipal Freedom of Information and Protection of Privacy Act*), and in accordance with the *Donor Bill of Rights* (Attachment 3).
2. Donors' names and contact information will not be shared in any way with parties outside the Library.
3. Donor information may be used by the Library for ongoing communication and the solicitation of future gifts.

Board Motion Number:	2021-14	Date of Review:	2026
Date Approved:	May 17, 2021	Chairperson's signature:	
Reference Documents:	<i>Collection Development Policy Canadian Library Association Position Statement on Corporate Sponsorship Agreement in Libraries A Donor Bill of Rights</i>		

Section E: Recognition of Support

1. The purpose of donor recognition is to thank donors, to encourage others to give, and to steward healthy long-term relationships between the Library and its donors. The Library will provide recognition of Donations and Sponsorship that is consistent with the applicable fundraising plan and the Donation/Sponsorship level.
2. Donor recognition programs for special fundraising initiatives, such as capital campaigns, will be developed as part of the campaigns.
3. Any signage required for donations and sponsorship will be designed, constructed and installed in a manner that is mutually agreed upon by the donor/sponsor and the Library.
4. The Library respects the wishes of donors who wish to remain anonymous.

Section F: Naming Opportunities

1. From time to time the Library may offer the opportunity for significant philanthropic investment in the library infrastructure to ensure the sustainability of excellent library service in the community. The Library Board has the authority to recognize significant contributions by naming library services or branch components in honour of its benefactors.
2. Naming Opportunities should be considered and identified during the formulation of all capital fundraising programs. A list of components or rooms available for naming should be established before the campaign begins. The Library reserves the right to limit the duration of the Naming Opportunity.
3. A request for a Naming Opportunity must be submitted in writing to the Board. The Board reserves the right to refuse a naming request.
4. Naming Opportunities are subject to funding agreements that satisfy specific donation levels deemed appropriate to the project costs and arrangements for payment.
5. The Library reserves the right to remove a donor's name should that individual or organization fail to exemplify the attributes of integrity and civic leadership expected of this honour.



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Board Motion Number:	2021-14	Date of Review:	2026
Date Approved:	May 17, 2021	Chairperson's signature:	
Reference Documents:	<i>Collection Development Policy</i> <i>Canadian Library Association Position Statement on Corporate Sponsorship Agreement in Libraries</i> <i>A Donor Bill of Rights</i>		

Section G: Sponsorships

1. A Sponsorship is a mutually beneficial exchange between the Library and an outside organization, business, or individual, in which an external party makes a contribution of cash or in-kind goods or services to the Library in exchange for recognition, acknowledgements or other considerations. Sponsors receive a benefit of reciprocal value in return for their contribution. Tax receipts are not issued to sponsors.
2. The CEO or designate will determine whether the Library will enter into a Sponsorship, and reserves the right to refuse or terminate any Sponsorship they deem inappropriate or unsuitable to the Library's mission, goals, policies, or best interests or that represent a conflict of interest for the County of Oxford. Sponsorship opportunities will be entertained only with companies whose products are legal for children.
3. The Sponsor must have no impact on the policies, practices and priorities of the Library.
4. Sponsorships do not imply endorsement of products by the Library.
5. Where the sponsorship agreement limits the Library's ability to enter into other sponsorships, such an agreement shall clearly define the nature, extent, and time frame of the exclusivity.
6. Sponsorships cannot be made conditional on Library performance measures.
7. Any public use of the name or logo of the Library, affiliated organizations, branches, services and programs must be approved by the CEO or designate.
8. A Sponsorship agreement will neither give unfair advantage to nor cause discrimination against any sector(s) of the community.

Section H: Third-Party Fundraising

1. A written application must be submitted to the CEO by all potential third-party fundraising groups. The CEO may refer any application to the Library Board.
2. All successful applicants must complete a Fundraising Event Agreement, releasing Oxford County Library from all liability connected with the event.



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Board Motion Number:	2021-14	Date of Review:	2026
Date Approved:	May 17, 2021	Chairperson's signature:	
Reference Documents:	<i>Collection Development Policy</i> <i>Canadian Library Association Position Statement on Corporate Sponsorship Agreement in Libraries</i> <i>A Donor Bill of Rights</i>		

3. The fundraising event must adhere to all policies of Oxford County Library and the County of Oxford.
4. The Library reserves the right to refuse an application or cancel a third-party agreement at any time.

DRAFT

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

2023 Q3 Library Business Plan and Budget Update

RECOMMENDATION

1. That Report No. 2023-34 entitled “2023 Q3 Library Business Plan and Budget Update”, be received for information.

REPORT HIGHLIGHTS

- Delivery of the 2023 goals and objectives is progressing as planned
- Budget variance report is projecting a balanced budget for year end

Implementation Points

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

Financial Impact

The 2023 year-end forecast as of September 30, 2023 projects a balanced budget. Additional detailed information regarding the forecasted variances can be found on Attachment 2 to this report.







The Q3 forecast figures will be reflected in the 2024 draft budget. As the forecast is a balanced budget there is not expected to be surplus contribution to the reserve.

Communications

This report is intended to update the Board on the Library’s progress in meeting the goals and objectives set out for 2023 and a view of the Q3 budget variance with forecasted year-end results.

Report No: 2023-34
CORPORATE SERVICES
Board Date: October 23, 2023

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 budget variance reports as of September 30, 2023.

Comments

As for the goals and objectives set out in the 2023 Business Plan, the 2023-2027 Strategic Plan, facilitated by StrategyCorp, is expected to be complete by the end of October. Ox on the Run pilot program made its debut on June 28 at a *Touch the Truck* event in Ingersoll. More details on these projects as well as the Technology Plan and Evaluation of Library Services/Delivery Model Framework projects can be found on Attachment 1.

As part of the Q2 Business Plan and Budget Report, staff informed the Board of the difficult situation that was evolving at the Tillsonburg Branch regarding members of the public using the facility for refuge that became unmanageable to deal with the numbers, frequency and unpredictability of behaviours of these individuals to the point that some patrons were choosing to no longer come to the Library until the situation is remedied. In response, to ensure staff and public health and safety; and, property safety and security were maintained, staff retained an on-site security service and removal of the over grown bushes on the grounds. Since there are no funds in the 2023 budget to cover the additional costs, the Board authorized these costs to be funded from the Library General Reserve which had a projected year end balance of \$528,738. Staff continue to monitor the situation to assess the need for continuation of the on-site security service which has demonstrated to be very effective to date.

Staff review the financial activity on a monthly basis for potential areas of concern and to ensure spending will remain within the budget provisions approved by the Board. To date, the financial activity for the third quarter is projecting a forecasted balanced budget, achieved by finding savings where possible to assist in funding increased facilities operating expenses and development charge exemptions. The year to date expenses and forecast figures as of the end of Q3 2023 are presented on Attachment 2.

Report No: 2023-34
CORPORATE SERVICES
Board Date: October 23, 2023

Conclusions

Overall, this report forecasts a balanced budget, therefore staff will carefully monitor expenses over the final quarter of the year to strive to deliver the 2023 Business Plan on a balanced budget as approved.

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

ATTACHMENTS

Attachment 1 – 2023 Q3 Library Business Plan and Budget Update
Attachment 2 – 2023 Q3 Library Variance Report

Goals and Objectives

Description	2023	2024	2025	Status Update
<p>Library Board Orientation and Library Strategic Planning</p> <p>The 2023 Library Board will consist of 5 laypersons and 2 county councillors. In order to support the development of returning and new board members, library staff will develop and deliver an orientation training plan.</p> <p>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>	●	●		<p>Library Board orientation is complete</p> <p>Strategic Planning Consultant is expected to present the final Strategic Plan to the Board in October or early November</p>
<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.</p> <p>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>	●	●		<p>Official Launch took place June 28 at the <i>Touch a Truck</i> event in Ingersoll – over 200 participants</p> <p>Summer programming completed and Fall programming is underway in collaboration with community partners</p>
<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>	●			<p>Collaborating with IT staff on the development of a Technology Plan with a focus on privacy and statistics – to be completed in October</p> <p>Identified some initiatives that will require budget consideration in 2024 related to public computers, maker spaces and training</p>
<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.</p> <p>Incorporate recommendations into a new Service Delivery Model that will inform library services, spaces, collections, programming and technology.</p>	●			<p>Service Delivery Model Framework is planned to be completed in October</p>



LIBRARY
September Variance Reporting
For the Period Ending September 30, 2023

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %
CAPITAL					
LIBRARY ADMINISTRATION					
60000 LIBRARY ADMINISTRATION	16,447	20,000	20,000	-	- %
TOTAL LIBRARY ADMINISTRATION	16,447	20,000	20,000	-	- %
BRANCH LIBRARIES					
61004 INGERSOLL LIBRARY	3,872	-	-	-	- %
61013 TILLSONBURG LIBRARY	1,802	-	-	-	- %
TOTAL BRANCH LIBRARIES	5,674	-	-	-	- %
SPECIAL PROGRAMS					
62006 MOBILE OUTREACH	17,503	24,000	24,000	-	- %
92600 R - LIBRARIES	(17,503)	(24,000)	(24,000)	-	- %
TOTAL SPECIAL PROGRAMS	-	-	-	-	- %
OCL ING					
80000 CAPITAL	4,147	5,250	5,250	-	- %
92605 R - LIBRARIES - CAPITAL	(4,147)	(5,250)	(5,250)	-	- %
TOTAL OCL ING	-	-	-	-	- %
Norwich Library					
80000 CAPITAL	-	9,000	24,150	15,150	62.7%
92605 R - LIBRARIES - CAPITAL	-	(9,000)	(24,150)	(15,150)	62.7%
TOTAL Norwich Library	-	-	-	-	- %
TOTAL CAPITAL	22,121	20,000	20,000	-	- %
OCL					
LIBRARY ADMINISTRATION					
60000 LIBRARY ADMINISTRATION					
REVENUES					
GENERAL REVENUES					
3200 REV - PROVINCIAL GOVT	-	(135,675)	(135,675)	-	- %
3203 REV - PROV-PAY EQUITY	-	(3,229)	(3,229)	-	- %
3325 REV - SERVICE RECOVERY FEES	(17,487)	(22,600)	(12,000)	10,600	(88.3%)
3332 REV - INTEREST	(3,443)	(5,000)	-	5,000	- %
3334 REV - DONATIONS	(169)	(104)	-	104	- %
TOTAL GENERAL REVENUES	(21,099)	(166,608)	(150,904)	15,704	(10.4%)
TOTAL REVENUES	(21,099)	(166,608)	(150,904)	15,704	(10.4%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	415,891	579,312	579,312	-	- %
HONORARIUM	3,400	5,500	5,500	-	- %

* Includes in-year approved transfer and account reclassifications



LIBRARY
 September Variance Reporting
 For the Period Ending September 30, 2023

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %
BENEFITS	122,600	164,111	164,111	-	- %
TOTAL SALARIES AND BENEFITS	541,891	748,923	748,923	-	- %
OPERATING EXPENSES					
5000 MEETING COSTS	185	200	-	(200)	- %
5002 CREDIT CARD COSTS	86	130	150	20	13.3%
5012 COMPUTER SOFTWARE & SUPPORT	26,907	26,907	31,200	4,293	13.8%
5015 ADVERTISING/MARKETING/PROMO	13,291	16,306	18,000	1,694	9.4%
5018 TELECOMMUNICATIONS	2,138	3,148	3,355	207	6.2%
5020 MEMBERSHIP/DUES/SUBSCRIPTIONS	26,311	25,908	22,270	(3,638)	(16.3%)
5021 TRAINING/SEMINARS/CONFERENCE	17,101	18,240	18,240	-	- %
5023 POSTAGE	7,045	7,457	7,860	403	5.1%
5025 TRAVEL-EXPENSES, MILEAGE	12,198	13,000	10,000	(3,000)	(30.0%)
5026 TOOLS/EQUIPMENT PURCHASE	9,323	10,000	8,000	(2,000)	(25.0%)
5029 R & M - EQUIPMENT	11,431	14,000	14,000	-	- %
5045 OFFICE SUPPLIES/EXPENSES	3,068	3,000	3,500	500	14.3%
5303 INSURANCE	16,938	16,938	18,790	1,852	9.9%
5308 PURCHASED SERVICES	10,193	21,000	25,000	4,000	16.0%
5310 CONSULTANT FEES	30,464	35,000	35,000	-	- %
6006 DONATION WITHDRAWAL	104	104	-	(104)	- %
6019 SUPPLIES/PROGRAM EXPENSES	14,895	15,000	20,000	5,000	25.0%
6020 BOOKS - HARD COPY	152,494	172,393	216,000	43,607	20.2%
6023 CULTURAL PROGRAMS	18,543	32,000	32,000	-	- %
6024 GUIDES & TOOLS	58,701	60,000	62,000	2,000	3.2%
6028 BOOKS - ELECTRONIC	105,577	155,667	158,600	2,933	1.8%
TOTAL OPERATING EXPENSES	536,993	646,398	703,965	57,567	8.2%
INTERDEPARTMENTAL CHARGES					
7000 CHARGE FROM FINANCE	47,655	63,543	63,543	-	- %
7001 CHARGE FROM FIN-CAPITAL PLAN	2,016	2,689	2,689	-	- %
7005 CHARGE FROM CUSTOMER SERVICE	15,066	20,088	20,088	-	- %
7010 CHARGE FROM IT (OPERATING)	348,543	464,720	464,720	-	- %
7011 CHARGE FROM IT - V.O.I.P.	5,310	7,080	7,080	-	- %
7012 CHARGE FROM IT - COPIER	5,301	7,071	7,071	-	- %
7020 CHARGE FROM FACILITIES	40,582	53,600	53,600	-	- %
7030 CHARGE FROM FLEET	14,034	24,017	29,195	5,178	17.7%
7050 CHARGE FROM HUMAN RESOURCES	40,257	53,678	53,678	-	- %
8300 CAPITAL - CHARGE FROM IS	13,122	17,501	17,501	-	- %
TOTAL INTERDEPARTMENTAL CHARGES	531,886	713,987	719,165	5,178	0.7%
TOTAL EXPENSES	1,610,770	2,109,308	2,172,053	62,745	2.9%

* Includes in-year approved transfer and account reclassifications

Run 1



LIBRARY
 September Variance Reporting
 For the Period Ending September 30, 2023

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %
PROGRAM SURPLUS/(DEFICIT)					
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	-	-	-	- %
	1,589,671	1,942,700	2,021,149	78,449	3.9%
91600 DC - LIBRARY	(68,129)	(137,160)	(152,160)	(15,000)	9.9%
92600 R - LIBRARIES	(280,456)	(315,456)	(315,456)	-	- %
TOTAL LIBRARY ADMINISTRATION	1,241,086	1,490,084	1,553,533	63,449	4.1%
BRANCH LIBRARIES					
55070 OUTBREAK PREP	(116)	(116)	-	116	- %
61000 BROWNSVILLE LIBRARY	22,360	37,362	45,405	8,043	17.7%
61001 BURGESSVILLE LIBRARY	47,698	72,507	82,167	9,660	11.8%
61002 EMBRO LIBRARY	28,455	38,652	38,379	(273)	(0.7%)
61003 HARRINGTON LIBRARY	24,013	42,541	42,484	(57)	(0.1%)
61004 INGERSOLL LIBRARY	565,481	761,798	755,938	(5,860)	(0.8%)
61005 INNERKIP LIBRARY	46,548	68,571	74,300	5,729	7.7%
61006 MT-ELGIN LIBRARY	30,478	53,012	59,404	6,392	10.8%
61007 NORWICH LIBRARY	173,582	234,417	219,479	(14,938)	(6.8%)
61008 OTTERVILLE LIBRARY	80,070	102,285	97,964	(4,321)	(4.4%)
61009 PLATTSVILLE LIBRARY	60,833	113,192	112,883	(309)	(0.3%)
61010 PRINCETON LIBRARY	39,267	58,907	64,281	5,374	8.4%
61011 TAVISTOCK LIBRARY	164,389	216,714	217,002	288	0.1%
61012 THAMESFORD LIBRARY	140,940	205,241	201,129	(4,112)	(2.0%)
61013 TILLSONBURG LIBRARY	525,387	724,597	698,166	(26,431)	(3.8%)
92600 R - LIBRARIES	-	(68,565)	(111,315)	(42,750)	38.4%
92605 R - LIBRARIES - CAPITAL	87,750	117,000	117,000	-	- %
TOTAL BRANCH LIBRARIES	2,037,135	2,778,115	2,714,666	(63,449)	(2.3%)
SPECIAL PROGRAMS					
62006 MOBILE OUTREACH	72,970	117,621	169,049	51,428	30.4%
62008 HEALTHY COMMUNITIES INITIATIVE	122	-	-	-	- %
92600 R - LIBRARIES	(2,400)	(117,621)	(169,049)	(51,428)	30.4%
TOTAL SPECIAL PROGRAMS	70,692	-	-	-	- %
TOTAL OCL	3,348,913	4,268,199	4,268,199	-	- %
TOTAL LIBRARY	3,371,034	4,288,199	4,288,199	-	- %

* Includes in-year approved transfer and account reclassifications

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

2024 Library Budget

RECOMMENDATION

1. That the Board receive Report 2023-35 entitled “2024 Library Budget” and recommends that County Council approve the 2024 Oxford County Library Business Plan and Budget to provide a levy of \$ _____, subject to possible minor adjustments to interdepartmental charges.

REPORT HIGHLIGHTS

- 2024 Library levy \$5.1 million – \$818,360 increase over 2023
- Four goals and objectives to enrich our membership engagement strategy; and evaluate the Library’s technology service delivery model and facilities’ spaces
- Staffing impact – 2.3 FTE temporary positions for Ox on the Run pilot project; and an increase of 1.2 FTE in part-time hours to support an increase in Village Branch hours

Implementation Points

The proposed schedule for Oxford County Council presentations and deliberations of the draft 2024 business plans and budgets, including the Library Business Plan and Budget is as follows:

Budget Meeting	Date	Time
Special Council Meeting 1	Wednesday, November 15, 2023	9:00am - 12:00pm
Special Council Meeting 2	Wednesday, November 29, 2023	9:00am - 12:00pm
Regular Council Meeting	Wednesday, December 13, 2023	9:30am -

Financial Impact

The draft budget proposes a \$818,360 increase in the levy to be collected from property owners within the Area Municipalities that participate in the County library system. This represents a 19.1% increase over 2023.

Communications







Staff will prepare a report to County Council to present the Board’s recommendation for the Oxford County Library’s 2024 Business Plan and Budget for their consideration.

The County’s Communications and Strategic Engagement Team will facilitate the 2024 Business Plan and Budget communications strategy, including the Library Business Plan and Budget.

The communications plan includes public engagement through [SpeakUp Oxford!](#) where over 1,000 people responded to the 2024 budget survey. The survey results can be accessed in more detail through [Report CS 2023-31](#) and the [attachment](#).

The 2024 Business Plan and Budget will be released on November 8, 2023 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, 2023, the Board considered the draft 2024 Library Business Plan and passed the following resolution:

“That the Library Board approve the 2024 Business Plan goals and objectives as set forth in Report No. 2023-28.”

The 2024 Preliminary Business Plan and Budget report, attached as Attachment 1, has been formed of the basis of the Business Plan and direction from the Board.

Report No: 2023-35
CORPORATE SERVICES
Board Date: October 23, 2023

Through the 2023-2026 Strategic Plan process, the consultants conducted a community and stakeholder engagement process that sought independent and objective views on how our libraries serve the community. One of the recommendations arising from the consultations was to consider enhancing hours of operation for Village Branches. In response, the Board directed staff to prepare a report identifying resource requirements to increase Village Branch hours in 2024.

At the Library Board's August 28, 2023 meeting, the Board received [Report 2023-23 "Village Branch Hours 2024"](#) as requested by the Board. The report presented three options for the Board's consideration and the Board directed staff to incorporate Option A in the 2024 draft Budget for further consideration. Option A was the option with the fewest additional hours (11 over 6 Branches) as a measured approach that would allow staff to assess the effectiveness of the change before considering further increases. As a first step, Option A increases Harrington Branch to meet Provincial minimum guidelines (12 hours), as well as increases hours in the Innerkip and Otterville Branches to align with their high level of attendance and circulation.

Comments

Overview

Attachment 1 to this report is the Library 2024 Draft Business Plan and Budget. 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 2024 draft budget proposes a levy requirement of \$5,106,559 (\$4,288,199 – 2023) for libraries, representing an increase of 19.1% over 2023 (5.3% increase - 2022). The total budget (gross expenditures) is \$6,096,511 (\$5,250,683 – 2023) which is \$845,828 increase over 2023 or 16.1%.

Although the draft budget proposes an increase of \$845,828, the library levy is increasing \$818,360 over the 2023 levy, resulting in an increase of 19.1% for taxpayers. This variance is explained in Attachment 1 – Budget Impact Details.

There was new initiative approved in the 2023 Draft Business Plan and Budget – *Year Round Ox on the Run Mobile Outreach Pilot*, that is a two-year pilot project approved as part of the 2023 budget. The 2024 budget includes a \$185,899 provision for second year's operational costs, including 2.3 temporary FTEs, funded by the Library General reserve.

As previously mentioned, the Board provided direction to include increases to the Village Branch hours as presented under Report 2023-23. The financial impact reflected in the draft 2024 Budget is \$73,376.

The 2024 overall capital budget is \$554,000 and is explained in detail in Attachment 1 – Capital Budget, with the funding sources illustrated in Attachment 2.

Report No: 2023-35
CORPORATE SERVICES
Board Date: October 23, 2023

2023 Forecast Budget Variance

The 2023 year-end library budget forecast is positioned for a balanced budget as of the date of this report. The notable variances are explained in Table 1 below.

Table 1 – 2023 Forecast Year-End Budget Variance

Revenue/Expense	Explanation	Amount
General revenues	Additional user fees and charges and investment income	\$15,600
Salaries and benefits	Less than 1% variance P/T optional OMERS deficit	(9,700)
Materials	Surplus in computer software, advertising/promotion, insurance, books – hardcopy and electronic offset by deficits in memberships, travel, tools/equipment and supplies	54,000
Contract Services	Miscellaneous expenses	4,000
Facilities	Tillsonburg \$27,000, Thamesford \$4,000, Norwich \$13,000, Ingersoll \$7,000, Otterville \$3,000	(54,000)
Fleet	Library delivery van	5,200
Development Charge	Exemption funding	(15,000)
Special Project	Healthy Community Initiatives – Community Garden – Town of Tillsonburg Partnership – fully grant funded	-
Special Project	Ox on the Run – rents \$11,500, fleet \$19,000 savings – offset by reduction in reserve transfer	-
Other	Miscellaneous savings and deficits	(100)
Forecast Year-End Variance		\$0

Reserves

Considering the 2023 year-end forecast is a balanced budget, this forecast does not include an allocation of a surplus to, or deficit from, the Library General (stabilization) Reserve. Nevertheless, considering the significant levy increase, staff are proposing a \$125,000 contribution from the Library General Reserve to reduce the otherwise 22% levy increase (each \$43,000 represents a 1% change in the Library levy), however it is important to note that this provision imposes a significant impact on the General Reserve balance available for future use.

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 2024 budget. The report also forecasts the reserve balances for the next five years.

Report No: 2023-35
CORPORATE SERVICES
Board Date: October 23, 2023

Although the OCL Facilities Reserve is sufficient to meet our mid-term asset management plans and other potential contingencies, this year's \$125,000 draw from General Reserve balance positions it lower than its target balance of \$262,000, which is based on 5% of the levy. Over the past three years, the Library generated surpluses during periods of restricted service during the pandemic that had generously contributed to this Reserve, however with funding for Ox on the Run; the strategic plan process; security services for the Tillsonburg Branch; and the 2022 surplus (\$280,456) brought into revenue in the 2023 budget to reduce the levy increase, collectively reduced the 2023 levy and the General Reserve by \$525,642. The 2023 contribution from the General Reserve remains elevated with the second year of Ox on the Run; Technology and Facilities Plans; and the \$125,000 as an additional levy reduction measure, representing another \$430,899 reduction in the reserve, in the absence of a projected 2023 surplus which is the sole source of revenue for this stabilization reserve.

Full-time Equivalent Analysis

The Library 2024 Business Plan and Budget proposes changes with a net effect of 3.5 additional FTEs as described in Table 2 below.

Table 2 – 2024 Full-Time Equivalent Changes

Service Level	One-Time (Temp)	Inc (Dec)	2023 Budget Impact Explanation	Reference
1.2	-	1.2	Service level increase - part-time branch hours	Report 2023-23
-	2.3	2.3	Outreach Specialist, Public Service Clerk	NI 2023-13
1.2	2.3	3.5		

Debt Repayment

There are no debt obligation requirements in the 2024 budget and none proposed in the 10-year capital plan at this time.

Conclusions

The 2024 Draft Budget Report responds to the Board's direction to staff and to align with the Board's preliminary discussions in the development of their 2023-2026 Strategic Plan.

SIGNATURES

Approved for submission:

Original signed by

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

Report No: 2023-35
CORPORATE SERVICES
Board Date: October 23, 2023

Approved for submission:

Original signed by _____

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

- Attachment 1 – Library 2024 Business Plan and Budget
- Attachment 2 – 2024 Library Capital Plan
- Attachment 3 – 2024 Library Reserve Continuity Reports

14

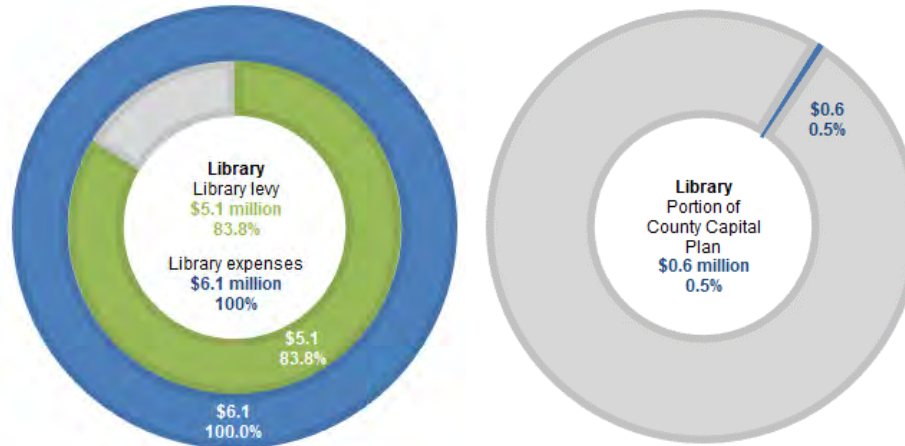
Library

2024

BUSINESS
PLAN &
BUDGET



www.oxfordcounty.ca/budget



Division	Division Description	Services	2024 FTE Base	2024 FTE Temp
Oxford County Library Board	Library	<ul style="list-style-type: none"> Library Collections Library Programming Library Reference and Information Library Public Space Access Library Technology Access and Coaching 	38.3	2.3
	Total		38.3	2.3

Services Overview

Full-Time Equivalents 38.3 FTE

↑1.2 Base +2.3 Temporary

Service	Service Description	2022 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.	656,010 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.	23,846 People attended 302 In-Person and Virtual Programs	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).	1220 Research database uses 2217 Questions, Calls and Emails were received 457 were requests for Readers' Advisory	Information
Library Public Space Access	An external service providing welcoming and accessible meeting places.	357 Library room rentals for public use	Community
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	26,472 Wired or wireless computer sessions and 729 coaching sessions Rural Branches also assisted 115 Customers with technology questions	Community

- 1.2 FTE Various branch positions Part-time - To increase hours to various positions in order to increase service delivery hours at Village Branches and increased capacity at Regional Branches. FTE 2024-25
- 2.3 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

Key Performance Indicators

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget	Target
Number of active library cards	13,710	16,551	17,691	16,000	16,500	↑
% of collection purchase requests filled	91%	95%	96%	95%	95%	90%
Physical & electronic materials circulation	278,878	459,003	656,010	638,500	665,000	↑
Branch attendance / Mobile Unit attendance	84,663	71,361	128,946	195,000	200,000	↑
Number of programs offered	923 (in-person)	270 (virtual only)	302 (in-person & virtual)	300 (in-person & virtual)	335 (in-person & virtual)	↑
Attendance at programs	7,827 (in-person)	5,961 (virtual only)	23,846 (in-person)	20,000 (in-person)	22,000 (in-person)	↑
Attendance at Tech Coaching Sessions	125	141	729	500	500	↑

Goals and Objectives

Description	2024	2025	2026	Library Strategic Plan	Other Plan Alignment
<p>Library Facilities Plan</p> <p>Develop a Library Facilities Plan (LFP) to meet the changing demands and create enjoyable and dynamic spaces for our communities. The review should help inform Oxford County Library and its existing partners of how much library space is required to meet community needs to the year 2034. The LFP will look at existing spaces and partnerships to provide required actions, while also looking at potential opportunities to work with partners on potential shared facilities in future locations. Project would start in Q3 with expected finalized report in 2025.</p>	●	●		Sustain Service Excellence	
<p>Library Technology Review</p> <p>Engage a Technology Consultant to work with County IS & IT teams, as well as Library staff, to develop a future focused roadmap for library technology needs. The review should look at current state and recommend changes to both County and Library infrastructure to meet current and future needs of library staff and customers. Project should be completed by June for impacts on 2025 budget.</p>	●			Innovate Access to Services	
<p>Rural Branch Customer Engagement</p> <p>Engage residents in catchment areas of Village and Regional Branches through surveys, mailings and focus groups to better serve the communities through review of operating hours, programming opportunities, and collections.</p>	●	●		Sustain Service Excellence	
<p>Enriched Membership Engagement Through Patron Point</p> <p>Develop and implement new enriched membership engagement strategy with the addition of Patron Point, a marketing automation platform to onboard, inform and engage library customers. The platform will provide segmented data on members to provide more targeted email information; streamlined processes of renewal and registration of memberships via an online portal; as well as regular survey opportunities of customers for better feedback. Implementation should be complete by end of Q2 with survey data on member satisfaction data available by Q3. KPI – Increase in membership renewals / Increased attendance at library programs and events.</p>	●	●		Grow Engagement and Member Relationships	

Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	(175,768)	(138,904)	-	-	-	(138,904)	-	-
USER FEES AND CHARGES	(27,730)	(13,600)	-	(6,300)	-	(19,900)	(6,300)	46.3%
NET INVESTMENT INCOME	(5,000)	-	-	-	-	-	-	-
OTHER REVENUE	(8,616)	(3,600)	-	-	-	(3,600)	-	-
TOTAL GENERAL REVENUES	(217,114)	(156,104)	-	(6,300)	-	(162,404)	(6,300)	4.0%
OTHER REVENUES								
RESERVE TRANSFER	(501,642)	(595,820)	299,946	295,874	(430,899)	(430,899)	164,921	(27.7%)
DEVELOPMENT CHARGES	(157,160)	(157,160)	-	85,511	-	(71,649)	85,511	(54.4%)
TOTAL OTHER REVENUES	(658,802)	(752,980)	299,946	381,385	(430,899)	(502,548)	250,432	(33.3%)
TOTAL REVENUES	(875,916)	(909,084)	299,946	375,085	(430,899)	(664,952)	244,132	(26.9%)
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	2,284,171	2,330,963	-	20,468	186,521	2,537,952	206,989	8.9%
BENEFITS	530,468	518,417	-	105,069	37,008	660,494	142,077	27.4%
GAPPING ALLOCATION	-	(18,000)	18,000	-	-	-	18,000	(100.0%)
TOTAL SALARIES AND BENEFITS	2,814,639	2,831,380	18,000	125,537	223,529	3,198,446	367,066	13.0%
OPERATING EXPENSES								
MATERIALS	657,515	688,937	(17,490)	(194,489)	65,165	542,123	(146,814)	(21.3%)
CONTRACTED SERVICES	78,736	60,000	(35,000)	(2,000)	120,000	143,000	83,000	138.3%
RENTS AND FINANCIAL EXPENSES	3,630	15,150	5,000	(20,000)	7,000	7,150	(8,000)	(52.8%)
TOTAL OPERATING EXPENSES	739,881	764,087	(47,490)	(216,489)	192,165	692,273	(71,814)	(9.4%)
DEBT REPAYMENT								
PRINCIPAL REPAYMENT	83,500	83,500	-	(83,500)	-	-	(83,500)	(100.0%)
INTEREST REPAYMENT	1,230	1,230	-	(1,230)	-	-	(1,230)	(100.0%)
TOTAL DEBT REPAYMENT	84,730	84,730	-	(84,730)	-	-	(84,730)	(100.0%)
RESERVE TRANSFERS								
CONTRIBUTIONS TO CAPITAL RESERVES	117,000	117,000	-	9,520	-	126,520	9,520	8.1%
DEVELOPMENT CHARGES EXEMPTIONS	20,000	5,000	-	7,500	-	12,500	7,500	150.0%
TOTAL RESERVE TRANSFERS	137,000	122,000	-	17,020	-	139,020	17,020	14.0%

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	2023	2023	NON-	BASE	BUDGET	2024	2023	2023
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	1,367,865	1,375,086	-	42,175	95,511	1,512,772	137,686	10.0%
TOTAL INTERDEPARTMENTAL CHARGES	1,367,865	1,375,086	-	42,175	95,511	1,512,772	137,686	10.0%
TOTAL EXPENSES	5,144,115	5,177,283	(29,490)	(116,487)	511,205	5,542,511	365,228	7.1%
PROGRAM SURPLUS/DEFICIT								
RESERVE CONTRIBUTION TO (FROM)								
RESERVE CONTRIBUTION-SURPLUS	-	-	-	-	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	-	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
NET OPERATING	4,268,199	4,268,199	270,456	258,598	80,306	4,877,559	609,360	14.3%
CAPITAL								
CAPITAL REVENUES								
CAPITAL PROVINCIAL GRANTS	(7,545)	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFER	(38,250)	(53,400)	24,000	(259,600)	-	(289,000)	(235,600)	441.2%
CAPITAL CONTRIBUTIONS	-	-	-	(36,000)	-	(36,000)	(36,000)	-
TOTAL CAPITAL REVENUES	(45,795)	(53,400)	24,000	(295,600)	-	(325,000)	(271,600)	508.6%
CAPITAL EXPENSES	65,795	73,400	(24,000)	504,600	-	554,000	480,600	654.8%
NET CAPITAL	20,000	20,000	-	209,000	-	229,000	209,000	1,045.0%
SUMMARY								
TOTAL REVENUES	(921,711)	(962,484)	323,946	79,485	(430,899)	(989,952)	(27,468)	2.9%
TOTAL EXPENSES	5,209,910	5,250,683	(53,490)	388,113	511,205	6,096,511	845,828	16.1%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	4,288,199	4,288,199	270,456	467,598	80,306	5,106,559	818,360	19.1%
% BUDGET INCREASE (DECREASE)			6.3%	10.9%	1.9%	19.1%		

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS						
OCL-Library Levy Stabilization Reserve Funding		-	-	125,000	(125,000)	(2.9%)
		-	-	125,000	(125,000)	(2.9%)
SERVICE LEVEL						
OCL-Increase in Library Branch Hours	FTE2024-25	73,376	-	-	73,376	1.7%
OCL-Faronics Deep Freeze Software		6,500	-	-	6,500	0.2%
OCL-Tillsonburg Security Services		83,880	-	-	83,880	2.0%
OCL-Patron Demand Growth		25,050	-	-	25,050	0.6%
OCL-Patron Point marketing tool		16,500	-	-	16,500	0.4%
		205,306	-	-	205,306	4.8%
NEW INITIATIVES						
OCL-Library Technology Review	NI2024-16	35,000	-	35,000	-	
OCL-Library Facilities Plan	NI2024-17	85,000	-	85,000	-	
		120,000	-	120,000	-	
CARRYOVER/IN-YEAR APPROVAL						
OCL-Ox on the Run (2 year trial from 2023)	NI2023-13	185,899	-	185,899	-	
		185,899	-	185,899	-	
TOTAL		511,205	-	430,899	80,306	1.9%


Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
BUILDING							
916040 - Ingersoll Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$181,000	181,000	-	-
916090 - Plattsville Library	Branch Signage	Replacement	Poor	\$2,000	2,000	-	-
916110 - Thamesford Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$91,000	91,000	-	-
916140 - Tillsonburg Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$51,000	51,000	-	-
COMPUTER EQUIPMENT							
600000 - Computer Equipment	Public use technologies	Expansion	N/A	\$10,000	10,000	-	-
EQUIPMENT							
600000 - Collection Materials	Annual refresh of collection materials, including non-traditional materials	Replacement	Poor	\$209,000	209,000	-	-
FURNISHINGS							
600000 - Furnishings	Book Drop and Staff Chairs	Replacement	Poor	\$10,000	10,000	-	-
				\$554,000	\$554,000	\$0	\$0

FTE Change – Increase in Library Branch Hours

FTE 2024-25

SUMMARY	
Type of FTE request	Service Level
Classification	Part-time - Permanent
Job Title	Various library branch positions
FTE	1.20
Description	Increased hours to various positions in order to increase service delivery hours at Village Branches and increased capacity at Regional Branches.

STRATEGIC PLAN

<i>Connected people and places</i>

REQUEST DETAILS

In Spring/Summer 2023, StrategyCorp Inc. conducted focus groups, surveys, and community engagement at local events to gather feedback to inform the Library’s Strategic Plan.

Through that process hours of operation were highlighted for consideration at the Village Branch level. Facilities hours were included as a key priority for non-library users in particular. In order to implement enhanced hours of operations at the Village Branch level, increased hours for positions within Village Branches will be required.

During the same time frame, Library Staff presented a new Service Delivery Model to the Library Board. This model outlined the Provincial requirements for hours (12 hour minimum) and the Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) guidelines for branch hours (20 hour minimum). The new Service Delivery Model states,

“Oxford County Library supports and strives to meet the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum branch hours, while recognizing that opportunities to improve and enhance branch hours may not always meet these Guidelines.”

Upon Board Request, Library Staff presented options for increased Village Branch Hours to the Library Board at a special meeting on August 28, 2023. At that time, the Library Board directed staff to take a conservative approach to hours increases. With that direction in mind, Library Staff are requesting the increase of Village Branch positions to increase operating hours for all 8 Village Branch locations. The Library Team will review usage statistics over the course of 2024 and 2025 to determine the success of the increased hours. The team will also conduct targeted community engagement opportunities through surveys and focus groups to better understand the needs of the residents in Village and Regional Branch catchment areas.

REQUEST DETAILS

Community engagement for the strategic planning process also revealed the need for increased collections and enhanced programming for which further increased staffing hours would be required. With an eye to budget changes, staff have made only modest requests to increase hours for some Page and Public Service Clerk positions at the two Regional Branches. These slight changes will increase capacity for 2024 and allow Library staff to further examine needs for future years.

Timeline

In Q1 2024 Library staff will begin a Community Engagement process in catchment areas for all Village and Regional Branches. Engagement will focus on the following areas:

- Branch Hours – When should the Branch be open (days of week / hours of day)
- Collections – What physical resources should be at the Branch
- Programs – What type of programs would the community like to see at the Branch

By Q2 Library staff will implement new hours at Village Branch locations. Staff will also adjust operating hours at Regional Branch locations should changes within current hours budget be requested via the community engagement process.

Library Strategic Plan Alignment (Draft)

- Sustain Service Excellence
- Grow Engagement & Member Relationships

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits			
Total salaries and benefits	-	\$71,776	\$71,776
Operating expenses			
Charge From Facilities – increased utilities for Otterville branch increased hours	-	1,600	1,600
Total operating expenses	-	1,600	1,600
Library Levy	\$-	\$73,376	\$73,376

New Initiative – Library Technology Review

NI 2024-16

SUMMARY

Engage a Technology Consultant to work with Library staff, as well as County IS and IT teams to develop a future focused roadmap for library technology needs. The review should look at current state and recommend changes to both County and Library infrastructure to meet current and future needs of Library staff and customers. Project should be completed in time to inform the 2025 budget process.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

BACKGROUND

Oxford County Library worked with the Toronto Public Library to compile data as part of the Bridge and Edge project in 2021 and 2022. The *Impact of Technology Services in Ontario Public Libraries: Bridge 2021/2022 Report* uses the compiled data of libraries across Ontario to provide key takeaways for public libraries. These key takeaways, as well as the data used for the report, should help both Library and County teams identify areas of needed improvement in the technology services and infrastructure needed to move the Oxford County Library forward.

In 2023, Oxford County Library undertook a strategic planning process that included a broad community consultation. Through that process a number of technology related goals and objective were identified as areas of great need. In particular, the Library Strategic Plan highlights the need to *Innovate Access to Services* through “self-service options and introduce more technology to increase access.”

As of September, 2023, Library staff are continuing to work on a 2023/2024 Technology Plan that includes a number of small projects. Through the planning process, staff became aware that there is a current gap in knowledge and ability to plan for library technology on a longer-term basis. Staff also noted that more consultation with the County IT and IS teams is needed to get longer-term planning in place for larger projects.

COMMENTS

Library staff consulted with colleagues at other Public Library systems in Southern Ontario on Technology Reviews completed over the last few years through the assistance of outside consultants. Noted by those other library systems, was the need to work with a consultant in areas where IT infrastructure and services were shared with their municipalities.

Project deliverables will include:

REQUEST DETAILS

- A review of current Library and County technology investments, services, capabilities and mandates as related to the delivery of library service;
- Examination of service gaps and opportunities;
- Recommendations for infrastructure and investments;
- Identify future projects to realize shared service objectives;
- Development of a draft Library Technology Plan to reflect the unique needs and responsibilities of both the Library and County technology departments.

The development of the Library Technology Review will help align Library and County planning for the next several years in order to make significant improvements to technology services and offerings.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve: Libraries	35,000	-	35,000
Total revenues	35,000	-	35,000
Operating expenses			
Consultant	35,000	-	35,000
Total operating expenses	35,000	-	35,000
Library Levy	\$-	\$-	\$-

New Initiative – Library Facilities Plan

NI 2024-17

SUMMARY

Develop a Library Facilities Plan (LFP) to meet the changing demands and create enjoyable and dynamic spaces for our communities. The review should help inform Oxford County Library and its existing partners of how much library space is required to meet community needs to the year 2034. The LFP will look at existing spaces and partnerships to provide required actions, while also looking at potential opportunities to work with partners on potential shared facilities in future locations.

STRATEGIC PLAN



Collaborate with our partners and communities

REQUEST DETAILS

Background

Oxford County Library last completed a facilities study in 2007. The report, prepared by dmA Planning & Management Services, outlined 21 recommendations. The report did not include the Tillsonburg location as it was not under Oxford County Library management until 2013. Since the development of the 2007 study, the library system has also relocated branch locations in Tavistock and Brownsville – both noted as recommendations in the report.

Library spaces and the needs of the public have changed significantly since 2007. Since that time libraries have seen the rise of technology and maker spaces; the addition of alternative lending collections such as kitchen equipment, technology, and other non-traditional library items; more study and work spaces separated from public areas; and further demand for programming.

The County has also seen significantly more growth since 2007 than the anticipated 2021 population of 69,300 served by Oxford County Library system.

The 2023-2028 Library Strategic Plan outlines the needs for modern library spaces that are welcoming and accessible. Under the goal of *Sustain Service Excellence* the plan outlines the need to “Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.” Through the community feedback process, the consultants noted that there is “consensus amongst participants about the need to review facilities....”

REQUEST DETAILS

Comments

An Oxford County Library facilities review will provide the Library Board with information that will allow it to shape and guide the appearance and functionality of Oxford County Library locations in the future.

As part of the review, the library would be looking to meet the following objectives:

- Conduct consultation with current facility owners, operators and partners. Specifically, this includes staff at the 7 area municipalities, representatives from the Thames Valley District School Board, Oxford County staff, and other private lease holders.
- Provide an assessment of current state of existing branch libraries that examines the suitability of each facility to meet the requirements for public library spaces based on documented benchmarking, best practices and/or guidelines offered by industry professionals in the field of library service.
- Identify opportunities to better utilize library space or identify limitations to meeting today’s needs as a modern public library space.
- Identify barriers to meet future needs of public library users.
- Identify the Oxford County Library’s ability to meet current and future community needs, based on locations and size of spaces.
- Identify opportunities for service integration to support other County and Area Municipalities’ programs and services.

Through the creation of a new Oxford County Library Facilities Plan, the Library and its partners will have a better understanding of how much library space is required to meet community needs to the year 2034. In addition, the review will examine the type of spaces needed and future direction for existing and future library spaces.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve: Libraries	85,000	-	85,000
Total revenues	85,000	-	85,000
Operating expenses			
Consultant	85,000	-	85,000
Total operating expenses	85,000	-	85,000
Library Levy	\$-	\$-	\$-

2024 CAPITAL PLAN BUDGET
LIBRARY

	2023	2024						OTHER
DESCRIPTION	FORECAST	CAPITAL BUDGET	TAXATION	RESERVES	DC	GRANTS	DEBT	SOURCES
GENERAL CAPITAL								
COLLECTION MATERIAL	-	209,000	209,000	-	-	-	-	-
TOTAL GENERAL CAPITAL	-	209,000	209,000	-	-	-	-	-
FLEET AND EQUIPMENT								
FLEET	15,000	-	-	-	-	-	-	-
FURNISHINGS	8,696	10,000	10,000	-	-	-	-	-
EQUIPMENT	5,000	-	-	-	-	-	-	-
COMPUTER EQUIPMENT	22,849	10,000	10,000	-	-	-	-	-
TOTAL FLEET AND EQUIPMENT	51,545	20,000	20,000	-	-	-	-	-
BUILDINGS								
BUILDINGS								
6002 FACILITIES								
916040 OCL ING	5,250	181,000	-	181,000	-	-	-	-
916060 NORWICH LIBRARY	9,000	-	-	-	-	-	-	-
916090 PLATTSVILLE LIBRARY	-	2,000	-	2,000	-	-	-	-
916110 THAMESFORD LIBRARY	-	91,000	-	55,000	-	-	-	36,000
916140 TILLSONBURG LIBRARY	-	51,000	-	51,000	-	-	-	-
TOTAL BUILDINGS	14,250	325,000	-	289,000	-	-	-	36,000
TOTAL CAPITAL	65,795	554,000	229,000	289,000	-	-	-	36,000

**RESERVE CONTINUITY REPORT
2024 BUDGET**

	2023 OPENING BALANCE	2023 FORECAST INTEREST	2023 FORECAST TO	2023 FORECAST FROM	2023 RESERVE REALIGN	2023 FORECAST BALANCE	2024 BUDGET INTEREST	2024 BUDGET TO	2024 BUDGET FROM	2024 BUDGET BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
DEVELOPMENT CHARGES - LIBRARY	497,245	26,100	156,801	(157,160)	-	522,986	26,700	153,405	(71,649)	631,442	-	-
92600 R - LIBRARIES	1,136,850	-	-	(525,642)	-	611,208	-	-	(430,899)	180,309	262,000	81,691
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - OCL - FACILITIES	553,235	31,700	117,000	(14,250)	-	687,685	30,470	126,520	(307,000)	537,675	1,250,000	712,325
GRAND TOTAL	2,227,796	57,800	273,801	(697,052)	-	1,862,345	57,170	279,925	(809,548)	1,389,892	1,512,000	794,016

**LONG TERM RESERVE CONTINUITY REPORT
2024 BUDGET**

	2023 OPENING BALANCE	2023 FORECAST CLOSING BALANCE	2024 BUDGET CLOSING BALANCE	2025 BUDGET CLOSING BALANCE	2026 BUDGET CLOSING BALANCE	2027 BUDGET CLOSING BALANCE	2028 BUDGET CLOSING BALANCE
DEVELOPMENT CHARGES - LIBRARY	497,245	522,986	631,442	743,326	856,663	978,085	1,107,825
92600 R - LIBRARIES	1,136,850	611,208	180,309	180,309	180,309	180,309	180,309
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - OCL - FACILITIES	553,235	687,685	537,675	681,507	838,985	868,050	1,008,960
GRAND TOTAL	2,227,796	1,862,345	1,389,892	1,645,608	1,916,423	2,066,910	2,337,560

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

CEO Chief Librarian Performance Appraisal - 2023

RECOMMENDATION

1. That pursuant to the CEO Performance Appraisal Policy 2018-06, the following Board Members be appointed to undertake the CEO Chief Librarian’s 2023 performance appraisal: Chairperson Julia Harris and Board Member _____ .

REPORT HIGHLIGHTS

- The purpose of the report is to establish an ad hoc committee of the Board to perform the CEO Chief Librarian’s annual performance appraisal

Implementation Points

Upon the Board’s adoption of the recommendation contained in this report, the Director of Corporate Services will facilitate the evaluation and reporting process.







Financial Impact

There are no financial implications associated with the recommendations contained in this report beyond what has been approved in the current year’s budget.

Communications

As performance appraisals are considered confidential it will be communicated only with the CEO Chief Librarian and summarized with the Board in confidence.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

The CEO Performance Appraisal Policy sets out the process and procedure for evaluating the CEO Chief Librarian's achievements and actions annually in November. This process is also used to establish CEO Chief Librarian's goals and objectives to be achieved and evaluated in the ensuing year.

Comments

The CEO Performance Appraisal Policy is attached to this report as Attachment 1. This policy refers to following the County's Performance Management Policy 5.8 which is appended to this report as Attachment 2.

The goals and objectives should be based on the CEO Chief Librarian's role and responsibilities, and be in support of the delivery of the Library's business plan and budget. Considering the incumbent was hired in April 2022, and was responsible for developing the 2023 Goals and Objectives that were adopted by the Board as part of the 2023 Business Plan and Budget – Attachment 3, these goals and objectives along the incumbent's overall performance over the past 18 months will be the focus of this year's evaluation.

The evaluation also serves to receive feedback from the CEO Chief Librarian regarding supports they need from the Board and Director to ensure they can be successful in their role, including but not limited to skills development plans.

Conclusions

The CEO Chief Librarian appraisal process is key to assuring clarity identifying goals and objectives to be evaluated.

SIGNATURE

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

Report No: 2023-36
CORPORATE SERVICES
Board Date: October 23, 2023

ATTACHMENTS

- Attachment 1 – CEO Performance Appraisal Policy 2018-6
- Attachment 2 – Performance Management Policy 5.8
- Attachment 3 – 2023 Oxford County Library Goals and Objectives



**OXFORD COUNTY LIBRARY
BOARD GOVERNANCE
POLICY MANUAL**

Board Motion Number:	2018-06	Date of Review:	2022
Date Approved:	March 19, 2018	Chairperson's signature:	

CEO PERFORMANCE APPRAISAL

BACKGROUND

The CEO Performance Appraisal is a written evaluation of the CEO's achievements and actions over the year. It provides an opportunity to review performance on a regular basis and to set objectives for the future. Since the Board is required to appoint a Chief Executive Officer who has general supervision over and direction of the operations of the public library and its staff, the CEO is entitled to know what is expected of him/her, how he/she is performing and what resources are available.

An established framework for the evaluation process helps to ensure consistency, both through time, success in meeting objectives, communication between the Board and the CEO, success in meeting objectives and objective analysis of performance.

PURPOSE

1. The Board shall oversee a written evaluation of the CEO's performance conducted annually in November. The review shall be facilitated by the Director of Corporate Services for the County of Oxford.

CEO Performance shall be assessed with reference to the previous year's objectives and expectations, current job description and results achieved and shall be conducted pursuant to the County's Performance Management Policy No. 5.8 using the County's Performance Appraisal Form for non-union employees. These tools shall be used to rate the CEO on executive qualities such as leadership, communication, and administration.

2. Performance appraisal reports are treated as confidential; and made available only to the individual and the Board. A copy of the evaluation shall be kept in the CEO's personnel file.

PROCEDURES

1. The Performance Appraisal Committee shall consist of the Chairperson or Vice-Chairperson, one other member of the Board and the County's Director of Corporate Services.
2. Upon completion of the CEO's annual performance appraisal, the Director of Corporate Services for the County of Oxford and the CEO will then submit a brief verbal report to the Board outlining the outcome of the process and a written report to the Board




OXFORD COUNTY LIBRARY BOARD GOVERNANCE POLICY MANUAL

Board Motion Number:	2018-06	Date of Review:	2022
Date Approved:	March 19, 2018	Chairperson's signature:	

recommending library objectives and actions as well as developmental and career objectives for the CEO for the upcoming year.

3. Following the evaluation, the CEO is informed of the performance rating.
 - a. If job expectations are met, the CEO will receive a salary grid increase unless the top of the salary grid has previously been achieved.
 - b. If the CEO's performance falls below the expected level, the Board shall inform the CEO. The Board shall specify how the performance has been judged to be unsatisfactory and advise the CEO that another performance review shall follow in three months' time.
 - c. If no improvement is shown at the second performance review a third performance review shall be undertaken after another three month period.
 - d. If, after the third appraisal, the CEO is still unable to improve his/her performance to meet the requirements of the position, the Board shall consider further action.

		<h1>GENERAL POLICY MANUAL</h1>	
SECTION:	Personnel	APPROVED BY:	County Council
NUMBER:	5.8	SIGNATURE:	Original signed by Peter M. Crockett, CAO
PAGE:	1 of 3	DATE:	December 10, 2008
REFERENCE POLICY:		REVISED:	December 10, 2019

Performance Management

POLICY

The purpose of this policy is to establish a system for the appraisal, development, and documentation of employee performance. This policy does not substitute for the responsibility of supervisors to continuously monitor employee performance, and together with employees, mutually strive to maintain and improve levels of performance on a day-to-day basis.

The goals of the County's performance appraisal system are:


- To help ensure that the quality and quantity of work performed by employees best meets the County's needs;
- To allow for continuous communication between supervisor and employee about job performance;
- To offer the supervisor and employee the opportunity to develop a set of goals and expectations for future performance;
- To provide the opportunity for the supervisor and employee to assess the employee's past performance;
- To provide for future development of the employee; and
- To provide supporting documentation for pay decisions, promotions, transfers, complaints, disciplinary actions, and terminations.

PROCEDURE

The procedure for each department will contain, as a minimum, the following general steps:


- 1.0 Every employee who is hired into a position at the County serves a minimum probation period of 30 calendar days worked or for positions that fall within a bargaining unit, a period of time in accordance with the appropriate collective agreement. Every employee meets with his or her supervisor at least once during the probation period and again near the conclusion of the probation period. The purpose of these appraisals is to allow for a formal, documented discussion between supervisor and employee regarding performance and suitability for permanent employment. See Appendix 5.08A – Probationary Performance Appraisal for a sample form. Departments must work with human resources to develop job specific appraisal forms to meet any Ministry or position requirements.

- 2.0 Following successful completion of the probationary period, supervisors meet with employees annually, on or around their anniversary date, to review the employee's

		GENERAL POLICY MANUAL	
SECTION:	Personnel	APPROVED BY:	County Council
NUMBER:	5.8	SIGNATURE:	Original signed by Peter M. Crockett, CAO
PAGE:	2 of 3	DATE:	December 10, 2008
REFERENCE POLICY:		REVISED:	December 10, 2019

performance and to set goals and expectations for the following year. Goals should be based on the employee's individual position, and be in support of the department's delivery of its business plan. See Appendix 5.08B – Performance Appraisal Form for a sample form. Departments must work with human resources to develop job specific appraisal forms to meet any Ministry or position requirements.

- 3.0 The employee is notified by his or her direct supervisor that a performance appraisal is coming up. A mutually agreed upon date and location is established between the employee and the supervisor. The employee is to complete their section of the performance appraisal form and forward it to the supervisor, who is then to complete their section of the form prior to the meeting. During the meeting, the supervisor is to review each section, rating and comment related to the employee's performance. Goals and expectations for the next year are also discussed and documented in the appropriate section of the form.
- 4.0 During the annual performance appraisal meeting the supervisor and employee will also review the employee's job description to ensure it remains accurate. If the position has multiple incumbents, all incumbents should be given the opportunity to review the job description. The supervisor is to obtain second level supervisory approval and forward any necessary changes to Human Resources. Once the job description has been updated, Human Resources will send a copy back to the supervisor and employee, and save the most current version in laserfiche.
- 5.0 The completed appraisal form will be signed by the supervisor and the employee, and forwarded for second level signature where appropriate. Once all signatures are obtained, the appraisal form is to be scanned and forwarded to human resources via e-mail for saving in the employee's file. The supervisor should provide the original, or a scanned copy of the original, to the employee, and ensure any other copies are shredded.
- 6.0 Employees who did not meet job expectations may be subject to one or more of the following: be ineligible for their annual grid increase, have their grid increase delayed, have a follow up performance appraisal at a later date determined by the supervisor, and/or be placed on a Performance Improvement Plan (PIP). For unionized employees pay increases are in accordance with their collective agreement; however, unionized employees who did not meet job expectations may have a follow up performance appraisal at a later date or be placed on a PIP. Human Resources should be consulted prior to placing any employee on a PIP.
- 7.0 Non-union employees who meet job expectations will receive a grid increase retroactive to their anniversary date. When an employee experiences a change in salary grade due to a promotion or job re-evaluation, the following will apply:

		GENERAL POLICY MANUAL	
SECTION:	Personnel	APPROVED BY:	County Council
NUMBER:	5.8	SIGNATURE:	Original signed by Peter M. Crockett, CAO
PAGE:	3 of 3	DATE:	December 10, 2008
REFERENCE POLICY:		REVISED:	December 10, 2019

- In the case of promotions, the grid increase is effective upon satisfactory completion of an annual performance appraisal from the anniversary date of the promotion. Other conditions may be imposed based on an employee's offer letter, for example, a grid increase only following completion of specific education or training.
- In the case of job re-evaluations, the grid increase is effective upon satisfactory completion of an annual performance appraisal from the employee's last anniversary date.

8.0 An employee who is absent for more than 17 weeks (pregnancy and parental leave, illness/injury, leave of absence, etc.) will have their anniversary date adjusted accordingly. Future performance appraisals will coincide with the new anniversary date. Human resources will ensure that the employee's new anniversary date is recorded and communicated to the employee and supervisor.





For example, the anniversary date of an employee is May 1. The employee was absent due to illness/injury for the months of February, March, April, May and June; therefore, the employee's new anniversary date is October 1 for all future performance appraisals and applicable grid increases.

9.0 The County will accommodate the needs of employees who have disabilities in the implementation of this process, and will consult individual accommodation plan(s) where necessary.

10.0 Points for Supervisors to Remember During the Appraisal Process:

- Constructive criticism and praise should be communicated to employees, and discussed, on an ongoing basis.
- Vague, indefensible, or indefinable criticisms should be avoided. Ensure ratings and supporting examples are based on observable behaviours, and not on subjective opinions.
- Discuss positive performance first.
- Remember that you are discussing an employee's performance; the objective is to improve performance, not to condemn the individual.

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.	