

AGENDA

OXFORD COUNTY LIBRARY BOARD BOARD MEETING

Tuesday, October 15, 2024, 1:00 p.m.

Otterville Public Library

207 Main Street

Otterville, Ontario

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 17, 2024
5. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF
6. CONSIDERATION OF CORRESPONDENCE
7. REPORTS
 - 7.1 2024-42 Key Agenda Items and Policy Review Update (verbal report)
RECOMMENDATION
 1. That the Library Board receives Verbal Report 2024-42, Key Agenda Items and Policy Review Update for information and discussion.
 - 7.2 2024-43 Librarian Report
RECOMMENDATION
 1. That the Library Board receives Report 2024-43, Librarian's Report, for information and discussion.
 - 7.3 2024-44 2025 Library Business Plan and Budget
RECOMMENDATION
 1. That the Board receive Report 2024-44 entitled "2025 Library Business Plan and Budget" and recommends that County Council approve the 2025 Oxford County Library Business Plan and Budget to provide a levy of \$_____, subject to

possible minor adjustments to interdepartmental charges.

7.4 2024-45 CEO Chief Librarian Performance Appraisal - 2024

RECOMMENDATION

1. That pursuant to the CEO Chief Librarian Performance Appraisal Policy 2018-06, the following Board Members be appointed to undertake the CEO Chief Librarian's 2024 performance appraisal: Chairperson Julia Harris and Board Member
_____ .

7.5 2024-46 2024 Board Evaluation

RECOMMENDATION

1. That the Library Board receives Report 2024-46 to initiate the 2024 Board evaluation process and set the Board Evaluation Form submission due date of no later than _____, 2024.

7.6 2024-47 County Policies Update

RECOMMENDATION

1. That the Library Board approves the formal adoption of County Policies as listed in Report 2024-47 "County Policies Update" as governing the operation of Oxford County Library services and staff.

7.7 2024-48 Programming and Outreach Policy Update and Review

RECOMMENDATION

1. That the Library Board approves amendments to the Programming and Outreach Policy as set out in Attachment 1 to Report 2024-48.

7.8 2024-49 Library Board Meeting Schedule 2025

RECOMMENDATION

1. That the Library Board adopts the schedule for 2025 Library Board meetings as set out in Report 2024-49 with each regular meeting being held at 1:00 PM.

8. UNFINISHED BUSINESS

9. MOTIONS

10. NOTICE OF MOTIONS

11. ENQUIRIES

12. ADJOURNMENT



OXFORD COUNTY LIBRARY BOARD MEETING MINUTES

Tuesday, September 17, 2024

Members Present: Councillor David Mayberry
Councillor Brian Petrie
Megan Blair
Katherine Grieve
Cynthia Lacroix

Members Absent: Chair, Julia Harris
Vice Chair, Laura Langford

Staff Present: L.M. Williams, CEO/Chief Librarian
L. Buchner, Director of Corporate Services

1. CALL TO ORDER

Oxford County Library meets in regular session this the seventeenth day of September, 2024 in Room 222, Oxford County Administration Building, Woodstock at 1:00 p.m.

RESOLUTION 1

Moved By: David Mayberry
Seconded By: Megan Blair

Whereas the Terms of Reference for the County of Oxford Library requires Board meetings to be conducted in accordance with the County of Oxford Procedural By-law No. 6268-2020 as amended;

And whereas, the Library Board has convened a meeting at 1:00 p.m. on Tuesday, September 17, 2024 in the absence of a Chair or Deputy Chair.

Now therefore be it resolved, that pursuant to Section 3.9 of the County of Oxford Procedural By-law, the Oxford County Library Board, represented by a quorum of the Board, hereby appoints Board Member Councillor Brian Petrie to be Chair of the meeting held on Tuesday, September 17, 2024.

DISPOSITION: Motion Carried

The meeting was called to order at 1:05 p.m. with Councillor Brian Petrie in the chair.

2. APPROVAL OF AGENDA

RESOLUTION 2

Moved By: David Mayberry
Seconded By: Megan Blair

Resolved that the Agenda be approved.

DISPOSTION: Motion Carried



3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

NIL

4. ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING

RESOLUTION 3

Moved By: Megan Blair

Seconded By: Cynthia Lacroix

Resolved that the Library Board minutes of August 21, 2024 be adopted.

DISPOSTION: Motion Carried

5. DELEGATIONS. PRESENTATIONS AND CONSIDERATION THEREOF

NIL

6. CONSIDERATION OF CORRESPONDENCE

NIL

7. REPORTS

7.1. 2024-37 Key Agenda Items and Policy Review Update (verbal report)

RESOLUTION 4

Moved By: David Mayberry

Seconded By: Megan Blair

That the Library Board receives Verbal Report 2024-37, Key Agenda Items and Policy Review Update for information and discussion.

DISPOSITION: Motion Carried

7.2. 2024-38 Librarian's Report

RESOLUTION 5

Moved By: Katherine Grieve

Seconded By: Cynthia Lacroix

That the Library Board receives Report 2024-38, Librarian's Report, for information and discussion.

DISPOSITION: Motion Carried

7.3. 2024-39 2025 Library Business Plan

RESOLUTION 6

Moved By: David Mayberry

Seconded By: Megan Blair

That the Library Board approves the 2025 Library Business Plan Goals and Objectives, as set out in Attachment 1 to Report 2024-39.

DISPOSITION: Motion Carried

7.4. 2024-40 CEO/Chief Librarian Performance Appraisal Policy Review and Update

RESOLUTION 7

Moved By: Megan Blair
Seconded By: Katherine Grieve

That the Library Board receives Report 2024-40, CEO/Chief Librarian Performance Appraisal Policy Review and Update, and approves the changes made to the policy as set out in Attachment 1.

DISPOSITION: Motion Carried

7.5. 2024-41 Annual Board Evaluation Policy Review and Update

RESOLUTION 8

Moved By: Cynthia Lacroix
Seconded By: David Mayberry

That the Library Board approves amendments to the Annual Board Evaluation Policy as set out in Attachment 1 with section C of the Self-Evaluation form adjusted to reflect changes as directed.

8. UNFINISHED BUSINESS

NIL

9. MOTIONS

NIL

10. NOTICE OF MOTIONS

NIL

11. ENQUIRIES

Katherine Grieve asked for further information on library services in Oxford County prior to Oxford County Library's founding in 1965.

David Mayberry asked staff about the potential to make changes to the Ox on the Run vehicle to help customers recognize the bookmobile.

12. ADJOURNMENT

RESOLUTION 9

Moved By: Katherine Grieve
Seconded By: Megan Blair

Resolved that the Board meeting of September 17, 2024 be adjourned until the next meeting scheduled for October 15, 2024 at 1:00 pm at the Otterville Branch of the Oxford County Library.

DISPOSITION: Motion Carried at 2:20 p.m.

Julia Harris, CHAIR

Lisa Marie Williams, SECRETARY



Oxford County Library Board - Key Agenda Items 2024

Agenda items	Jan	Feb	Mar	Apr	May	Jun	Aug	Sep	Oct	Nov	Notes
2023 Board Evaluation	X										Yearly Agenda Item
2023 Year End Statistics					X						Yearly Agenda Item
Librarian's Report and Monthly Statistics	X	X	X	X	X	X		X	X		Regular Agenda Item
Quarterly Metrics		Q3 (23)		Q4 (23)	Q1			Q2		Q3	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
2025 Business Plan								X			2024 Planning
2025 Budget Plan									X		2024 Planning
Library Technology Review							X				Anticipated Final Report
Library Facilities Plan											Date TBD
Rural Customer Engagement Report			X	X	X						Update Reports - Verbal
CEO/Chief Librarian Performance Goals										X	Yearly Agenda Item
2025 Board Meeting Dates and Library Closures									X		Yearly Agenda Item

REPORT TO LIBRARY BOARD

Librarian Report

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board receives Report 2024-43, Librarian Report, for information and discussion.

REPORT HIGHLIGHTS

- This report highlights the monthly usage statistics and further information regarding library service.

IMPLEMENTATION POINTS

Financial Impact

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

Communications

Library staff regularly use e-blasts, social media, in branch signage, and other sources for the promotion of library services and programs. Some programs are given further consideration, utilizing social media boosts, print ads, and news releases with the assistance of Strategic Communications and Engagement.

Library statistics gathered for this document are utilized to present the yearly Community Report Card statistics.

2024-2028 LIBRARY STRATEGIC PLAN

Oxford County Library Board approved the [2024-2028 Library Strategic Plan](#) on February 20, 2024. The Plan outlines three key goals to advance the Library's vision to "Connect, discover, share, become." These goals are: (1) *Sustain service excellence*, (2) *Grow engagement and member relationships*, and (3) *Innovate access to service*.

The recommendation in this report supports the following strategic goals.
[Strategic Goals and Strategies](#)

GOAL 1	GOAL 2	GOAL 3
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>	<p>Strategy 2.3 – Plan and implement the expansion of non-traditional services to include more digital resources, access to technology and unique collections.</p>	<p>Strategy 3.3 – Expand the Ox on the Run program to increase library access in communities without branches and to meet residents where they are to drive engagement.</p>

See: [Oxford County Library 2024-2028 Strategic Plan](#)

DISCUSSION

CEO / Chief Librarian

- September 17 - Local Immigration Partnership Oxford Meeting
- September 18 – Blandford Blenheim Council Re: Ox on the Run
- September 19 and 20 – ARUPLO Meetings and Customer Service Training
- September 23 – Library Staff Development Day & Neurodiversity Training w/ TVCC
- September 24 – County IT/Library Services Regular Meeting
- September 24 – County Finance / Library Services Budget Meeting
- September 25 – Meeting w/ incoming Georgian Public Library CEO
- September 27 - County Flag Raising – Truth and Reconciliation
- October 3 – Conscious Inclusion DEI Training (County EMT)
- October 4 – Ontario Library Consortium Annual General Meeting – Elected Member-at-Large to Executive Committee
- October 8 – Reducing Poverty Together Committee
- October 11 – RFP Evaluation – Library Facilities Plan

Monthly Statistics

Branch Attendance

September attendance stayed stable at 0.3% increase over the same month in 2023. Staff will be analysing the effects of increased Village Branch hours over Q3 in the coming months.

% Total Change	September	Year to Date
2023 to 2024	0.3%	10.2%

Computer Use

Computer and wireless usage continue to show gains over September 2023. Several branches are seeing large gains in computer usage within their branches.

Library staff are working with County IT to improve the experience on public service computers and with library Wi-Fi with hopes of seeing further increases in usage as the equipment and connections are improved.

*Note, staff are looking into Mount Elgin's lack of Wi-Fi usage over several months. A reporting issue is currently suspected.

% Total Change	September	Year to Date
Total Computer Use	19%	12%
Total Wireless Use	54%	28%
Total Use Overall	25.4%	21.5%

Physical Circulation

Physical circulation is currently staying relatively steady with just over 1,000 less materials checked out in September from the same time last year. While many branches saw a slight dip in usage, Burgessville saw a 21 % increase over September 2023 and Ox on the Run continued to show growth even without their Drumbo Hold Stop pilot in place.

Report 2024-43
CORPORATE SERVICES
Board Date: October 15, 2024

% Total Change	September	Year to Date
2023 to 2024	-3%	-1%

Digital Circulation

Digital Circulation continues to increase with strong usage from the Digital Magazines and Newspapers collection and moderate increases in eAudiobooks and eBooks.

% Total Change	September	Year to Date
2023 to 2024	10%	12%

Community Outreach

Ox on the Run

September and October have been very busy for Ox on the Run with approximately 930 visitors to the bookmobile. Staff noted that community members are beginning to recognize the bookmobile and visit more frequently.

This fall the team will be offering services every other week with consistent stop times in the following communities: Beachville, Drumbo, Kintore, Hickson and Springford. They these regular stops will run from the end of October through the Christmas season. Staff are also working with Area Municipalities to help promote stops through their own channels. Ox on the Run will also be featured regularly in the Village Voice and Ayr News through regular ads.

Crafternoons will be returning this fall, with activates planned for Harvest Hills (Tillsonburg) and Cambrocourt (Embro) seniors' residences in October and November.

Ox on the Run has also resumed their regular partnership with EarlyON in Mount Elgin, Tavistock, Plattsville and Embro. They will also be working EarlyOn and the Children's Aid Society for the Open Door program at Dereham Forge in Tillsonburg for monthly stops.

Finally, the Outreach Services team is looking forward to the ABOS conference (October 14 – 17 in Indianapolis, Indiana). Ox on the Run will be on hiatus for the week while the team is away.

Drumbo Fair

This Fall, OCL staff once again attended and ran the Craft Tent for the Drumbo Agricultural Society. Approximately 400 people came to the craft tent, with 215 of those being children participating in the craft programs. The partnership with the Agricultural Society has been in

place for the last two years with the group supplying the tent, tables and chairs. They also provide the library with funding to purchase craft supplies.

Adam Oliver Co-Op Programming

Outreach Services continues to support the Adam Oliver Housing Co-Op in partnership with Children's Aid Society for their Open Door program held one Thursday each month for an after school program.

Upper Deck Youth Centre

The Outreach team has recently restarted their bi-weekly visits to the Upper Deck Youth Centre in Tillsonburg where they spend a lunch our interacting with grade 7 and 8 students. The Outreach/Teen Librarian brings tech toys, teen crafts and library promotion to the visits and has seen an increase in attendance at Tillsonburg teen programs as a result of these outreach efforts.

Playful Park Adventures

Library Staff at Tillsonburg Branch wrapped up a multi-month partnership program with EarlyON in September. The Playful Park Adventures program, featured library staff in the parks every Friday with EarlyON for storytimes with local families.

Halloween Story Stroll

Library Staff in Tillsonburg will continue to work with EarlyON this October 19 for a stroll through Participark Trail. Program participants will follow along to the book "The Ghosts When Floating" by Kim Norman, then enjoy a seasonal activity and maybe some treats without tricks.

Westfield Public School Outreach

Staff at the Tillsonburg Branch have resumed their monthly kindergarten visits to Westerfield Public School. Each month approximately 116 students will learn about the Library, get library cards, and enjoy library staff led storytimes.

Collections and Technology

Tumblebooks – Now Linked in Catalogue

Tumblebooks eBooks are now searchable in OCL's online catalogue, making the resource even more visible and accessible to library customers.

[Click Here](#) for an example in the Catalogue, then click Access Online Resource for a link to Tumblebooks.

Digitized Ingersoll Tribune

Local History customers can now access over 1000+ issues of the Ingersoll Tribune. The Local History Team and County IT have been working to provide access to these issues for the past few years. With renewed effort by County IT, customers can now access issues from 1933 to 1954.

[Click Here](#) for a link to these new digitized records.

Deep Freeze

County IT have worked with branch staff to successfully implement Deep Freeze at 3 branch locations. Staff expect the project to continue to expand to further locations as IT staff assess each location's computer equipment for compatibility.

Tillsonburg Conversion Station

Tillsonburg staff recently launched the third conversion station for the system. The station is able to digitize photos, documents, slides, and VHS tapes.

Branches and Programming

Summer Reading Club 2024

This Summer we saw reading Blast Off! Below are some statistics gathered by staff showcasing their efforts to curb Summer Learning Loss with the help of our annual reading program.

- 15 Service Points (all branches and Ox) offered the Summer Reading Club.
- 34 school visits, reaching 4,217 children, were attended by branch and Ox staff.
- 7 day camps, reaching 244 children, were attended by branch and Ox staff.
- 13 childcare centres, reaching 216 children, were attended by branch and Ox staff.
- 490 children registered for the program using the Library's Beanstack platform. (a 13% increase from 2023)
- 157 children registered in person for the program. (a 67% increase from 2023)
- Overall, 647 children registered – representing a 22% increase from 2023.
- Oxford County Library Branches hosted 131 Summer Reading specific programs with 1,729 children attending.
- Outside of branch libraries, 17 specific community programs were hosted with 860 children attending those off-site events.
- Overall, children read 277,441 minutes this summer – representing an increase of 86% from 2023.

Ollie the Astronaut

As part of the Summer Reading Club activities, children across the County coloured and wrote short stories about the adventures of Ollie the Astronaut. Staff put those stories and pictures together into one great video highlighting Ollie's adventures. The [video recording](#) can be found at the Library's YouTube Channel.

Tillsonburg Sip n' Stitch Giving Back

Tillsonburg's ever popular Sip n' Stitch group has made a total of 93 blankets this year that have been donated to St. Vincent De Paul for those from the community.

Return of Ingersoll Public Library Advisory Committee (IPLAC)

In 2020 IPLAC ended due to the difficulties felt during the pandemic. In August, the group reformed with four community members regularly attending their monthly meetings. The group is currently working on restarting their banking and will begin looking at fundraising opportunities for the Ingersoll Branch later this year.

Local History Speaker Series: Robyn Michaud

The Tillsonburg Branch honoured Truth and Reconciliation with a talk by Robyn Michaud with 41 people in attendance. Michaud talked about her family history in the context of cultural assimilation and reflected on her journey reclaiming her identity and culture. Michaud grew up in Tillsonburg and is Anishinaabe Kew, Bear Clan from Sagamok Anishinabek First Nation.

Ingersoll's Supportive Housing Presentation

In September Ingersoll Branch hosted the second conversation on "Homelessness in Our Community" with a focus on Supportive Housing. The program panelists included Jill Blair from Woodstock Hospital, Justin DeWaard from Indwell, Jaclyn Seeler from CMHA Thames valley and Jade Davies from Oxford County Community Health Centre. A [video recording](#) of the conversation can be found at the Library's YouTube Channel.

Oxford Reads

Throughout September and October library staff have promoted the Oxford Reads Gala and Title with popular programs such as paint classes, workshops, craft programs and book clubs. 142 tickets have been reserved for the November 8 Gala at the Market Centre Theatre in Woodstock.

Truck or Treat Ingersoll

Staff at the Ingersoll Branch are excited to invite Board Members to this ever-popular program, hosted alongside the Kiwanis Club. On October 26 kids and adults alike can come visit with community helpers and their trucks.

Neighborhood Forest Succulent Program

In response to those families unable to take advantage of their annual Free Trees initiative every Spring, Neighborhood Forest has introduced an indoor plant program. Oxford County Library is excited to partner with the group again to bring assorted succulents to our communities. Unlike the Free Trees initiative, the succulent give-away is more like a library program where children and families will work to plant their succulents with soil and pots. Lookout for details this November.

Celebrating Canadian Libraries Month

This month OCL will celebrate Canadian Libraries Month with a special presentation about the history and impact of Andre Carnegie's Library Building Program in Ontario on October 24. Presenting from his years of research, OCL's own Matthew Griffis will discuss the impact of Carnegie's building program on the development of public libraries in Ontario.

To view our Program Calendar, go to:

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

Staff News

ARUPLO Staff Training

This September OCL was able to send two staff members to the ARUPLO Staff Training sessions held at Nottawasaga Inn. Staff spent two days sharpening their customer service, readers advisor, and marketing skills with staff from other Multi-branch rural/urban library systems in Ontario.

Staff Development Day

On September 23 library staff met at the Tillsonburg Branch for a day of learning and system updates. With special guests from TVCC, staff learned about autism and how they might better assist autistic customers and families. They also learned how to refer customers to TVCC for further services.

CONCLUSIONS

Library Staff continue to work toward continued service excellence through community outreach; collections and technologies; and branch services and programs.

SIGNATURES

Departmental approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 Monthly Statistics
Attachment 2 Ox on the Run Schedule



Branch Attendance 2024

BRANCH	HOURS PER WEEK	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	12	2023	86	86	88	86	94	135	177	156	153	195	170	155	1,061	1,581
	*13	2024	154	190	90	271	236	363	395	238	211				2,148	2,148
	% Change 23 to 24		79%	121%	2%	215%	151%	169%	123%	53%	38%					102%
BURGESSVILLE	15	2023	376	351	397	364	299	428	508	384	346	318	347	337	3,453	4,455
	*16	2024	264	360	442	359	370	414	481	478	359				3,527	3,527
	% Change 23 to 24		-30%	3%	11%	-1%	24%	-3%	-5%	24%	4%					2%
EMBRO	12	2023	149	122	151	140	132	126	186	280	145	143	118	106	1,431	1,798
	*13	2024	154	145	147	119	176	138	274	242	134				1,529	1,529
	% Change 23 to 24		3%	19%	-3%	-15%	33%	10%	47%	-14%	-8%					7%
HARRINGTON	9	2023	134	120	102	132	161	141	100	119	142	131	131	84	1,151	1,497
	*13	2024	133	136	113	164	174	94	121	105	126				1,166	1,166
	% Change 23 to 24		-1%	13%	11%	24%	8%	-33%	21%	-12%	-11%					1%
INGERSOLL	51.5	2023	5,370	4,574	5,817	4,378	4,270	5,336	5,190	5,682	4,138	4,803	4,647	3,749	44,755	57,954
	51.5	2024	4,634	4,411	5,637	5,510	3,582	4,700	6,063	5,623	4,119				44,279	44,279
	% Change 23 to 24		-14%	-4%	-3%	26%	-16%	-12%	17%	-1%	0%					-1%
INNERKIP	12	2023	385	343	385	412	449	414	537	495	378	377	367	326	3,798	4,868
	*16	2024	327	337	390	395	338	417	492	481	393				3,570	3,570
	% Change 23 to 24		-15%	-2%	1%	-4%	-25%	1%	-8%	-3%	4%					-6%
MOUNT ELGIN	12	2023	140	109	127	119	125	122	186	218	114	122	177	129	1,260	1,688
	*13	2024	126	148	142	111	126	124	225	172	141				1,315	1,315
	% Change 23 to 24		-10%	36%	12%	-7%	1%	2%	21%	-21%	24%					4%
NORWICH	35	2023	1,456	1,289	1,869	1,307	1,464	1,842	1,752	1,713	1,448	1,487	1,616	1,439	14,140	18,682
	35	2024	1,553	1,586	1,650	1,657	1,621	1,645	1,990	2,044	1,448				15,194	15,194
	% Change 23 to 24		7%	23%	-12%	27%	11%	-11%	14%	19%	0%					7%
OTTERVILLE	12	2023	253	300	370	284	286	304	320	362	215	344	377	306	2,694	3,721
	*16	2024	262	341	317	310	364	382	423	388	367				3,154	3,154
	% Change 23 to 24		4%	14%	-14%	9%	27%	26%	32%	7%	71%					17%
PLATTSVILLE	25	2023	555	583	700	700	615	724	590	878	668	783	815	633	6,013	8,244
	25	2024	689	900	965	940	892	841	980	871	756				7,834	7,834
	% Change 23 to 24		24%	54%	38%	34%	45%	16%	66%	-1%	13%					30%



Branch Attendance 2024

BRANCH	HOURS PER WEEK	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
PRINCETON	15	2023	279	220	398	273	251	317	328	375	297	334	366	326	2,738	3,764
	*16	2024	408	439	524	464	367	314	467	332	272				3,587	3,587
	% Change 23 to 24		46%	100%	32%	70%	46%	-1%	42%	-11%	-8%					31%
TAVISTOCK	35	2023	679	629	937	665	699	820	860	971	541	733	770	596	6,801	8900
	35	2024	721	721	744	775	885	778	953	1,041	684				7,302	7302
	% Change 23 to 24		6%	15%	-21%	17%	27%	-5%	11%	7%	26%					7%
THAMESFORD	35	2023	672	593	796	713	908	732	1,196	1,227	672	937	808	820	7,509	10,074
	35	2024	865	753	922	928	981	785	987	965	750				7,936	7,936
	% Change 23 to 24		29%	27%	16%	30%	8%	7%	-17%	-21%	12%					6%
TILLSONBURG	54	2023	4,934	4,480	6,702	5,383	5,642	5,687	7,453	8,058	6,396	7,269	7,478	5,739	54,735	75,221
	54	2024	6,728	7,219	7,104	7,387	6,690	6,213	7,996	7,660	5,934				62,931	62,931
	% Change 23 to 24		36%	61%	6%	37%	19%	9%	7%	-5%	-7%					15%
TOTAL	335	2023	15,468	13,799	18,839	14,956	15,395	17,128	19,383	20,918	15,653	17,976	18,187	14,745	135,886	202,447
	*351.5	2024	17,018	17,686	19,187	19,390	16,802	17,208	21,847	20,640	15,694				149,778	165,472
TOTAL Change 2023 to 2024			10.0%	28.2%	1.8%	29.6%	9.1%	0.5%	12.7%	-1.3%	0.3%				10.2%	

*Village Branch Hours Increased - September 9 2024

Report 2024-43
Attachment 1 - Monthly Statistics



Computer Use 2024

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
BROWNSVILLE	Computers	2023	10	1	11	7	14	12	11	29	27	42	23	20	122	207	
		2024	23	23	16	30	18	25	56	37	50				278	278	
	% Change		130%	2200%	45%	329%	29%	108%	409%	28%	85%				128%	34%	
	Wireless	2023	24	17	18	17	21	18	11	15	16	15	6	16	157	194	
		2024	16	11	36	39	23	31	30	53	34				273	273	
	% Change		-33%	-35%	100%	129%	3%	3%	3%	3%	3%				74%	41%	
	Totals 2023			34	18	29	24	35	30	22	44	43	57	29	36	279	401
	Totals 2024			39	34	52	69	41	56	86	90	84				551	551
	% Change			15%	89%	79%	188%	17%	87%	291%	105%	95%				97%	
BURGESSVILLE	Computers	2023	0	1	2	10	3	5	2	8	2	0	3	6	33	42	
		2024	1	2	10	10	14	5	10	10	10	6				68	68
	% Change		100%	100%	400%	0%	367%	0%	400%	25%	200%				100%	62%	
	Wireless	2023	13	25	25	21	30	64	29	19	26	13	9	4	252	278	
		2024	16	24	30	28	25	31	25	29	31				239	239	
	% Change		23%	-4%	20%	33%	-17%	-52%	-14%	53%	19%				-5%	-14%	
	Totals 2023			13	26	27	31	33	69	31	27	28	13	12	10	285	320
	Totals 2024			17	26	40	38	39	36	35	39	37				307	307
	% Change			31%	0%	48%	23%	18%	-48%	13%	44%	32%				8%	-4%
EMBRO	Computers	2023	1	1	0	0	0	0	1	1	4	0	3	2	8	13	
		2024	0	6	2	3	3	8	1	6	8				37	37	
	% Change		-100%	500%	200%	300%	300%	800%	0%	500%	100%				363%	185%	
	Wireless	2023	30	31	49	39	68	59	318	39	107	129	176	48	740	1,093	
		2024	31	85	197	46	43	88	183	25	79				777	777	
	% Change		3%	174%	302%	18%	-37%	49%	-42%	-36%	-26%				5%	-29%	
	Totals 2023			31	32	49	39	68	59	319	40	111	129	179	50	748	1,106
	Totals 2024			31	91	199	49	46	96	184	31	87			0	814	814
	% Change			0%	184%	306%	26%	-32%	63%	-42%	-23%	-22%				9%	-26%
HARRINGTON	Computers	2023	0	0	0	2	0	0	0	0	0	0	0	5	2	7	
		2024	1	1	0	1	0	0	0	0	0	1			4	4	
	% Change		100%	100%	100%	100%	0%	0%	0%	0%	100%				100%	-43%	
	Wireless	2023	10	18	8	12	10	12	9	5	11	12	6	12	95	125	
		2024	11	15	12	14	22	16	11	8	10				119	119	
	% Change		10%	-17%	50%	17%	120%	33%	22%	60%	-9%				25%	-5%	
	Totals 2023			10	18	8	14	10	12	9	5	11	12	6	17	97	132
	Totals 2024			12	16	12	15	22	16	11	8	11				123	123
	% Change			20%	-11%	50%	7%	120%	33%	22%	60%	0%				27%	-7%



Computer Use 2024

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
INGERSOLL	Computers	2023	272	222	332	332	318	268	295	331	301	265	343	233	2,671	3,512	
		2024	317	291	422	332	240	276	299	360	302				2,839	2,839	
		% Change	17%	31%	27%	0%	-25%	3%	1%	9%	0%					6%	-19%
	Wireless	2023	66	87	155	117	138	147	147	133	167	155	156	127	1,157	1,595	
		2024	260	234	422	265	221	207	285	279	222				2,395	2,395	
		% Change	294%	169%	172%	126%	60%	41%	94%	110%	33%					107%	50%
	Totals 2023			338	309	487	449	456	415	442	464	468	420	499	360	3,828	5,107
	Totals 2024			577	525	844	597	461	483	584	639	524				5,234	5,234
	% Change			71%	70%	73%	33%	1%	16%	32%	38%	12%				37%	2%
INNERKIP	Computers	2023	17	8	12	8	0	0	19	16	7	6	2	0	87	95	
		2024	6	12	29	14	9	12	9	26	22				139	139	
		% Change	-65%	50%	142%	75%	900%	1200%	-53%	63%	214%					60%	46%
	Wireless	2023	10	11	22	14	54	53	6	11	23	15	77	12	204	308	
		2024	29	16	29	26	36	53	47	31	41				308	308	
		% Change	190%	45%	32%	86%	-33%	0%	683%	182%	78%					51%	0%
	Totals 2023			27	19	34	22	54	53	25	27	30	21	79	12	291	403
	Totals 2024			35	28	58	40	45	65	56	57	63				447	447
	% Change			30%	47%	71%	82%	-17%	23%	124%	111%	110%				54%	11%
MOUNT ELGIN	Computers	2023	0	0	0	2	3	0	0	0	0	1	0	0	5	6	
		2024	3	4	0	1	0	1	0	0	0	0			9	9	
		% Change	100%	100%	100%	-50%	-300%	100%	0%	0%	0%					300%	50%
	Wireless	2023	34	28	46	18	54	25	24	23	35	56	61	31	287	435	
		2024	17	0	0	0	0	0	0	0	0	0			17	17	
		% Change	-50%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%				-94%	-96%
	Totals 2023			34	28	46	20	57	25	24	23	35	57	61	31	292	441
	Totals 2024			20	4	0	1	0	1	0	0	0				26	26
	% Change			-41%	-86%	-100%	-95%	-100%	-96%	-100%	-100%	-100%				-91%	-94%
NORWICH	Computers	2023	158	138	215	130	176	220	259	260	213	197	210	216	1,769	2,392	
		2024	313	193	155	141	163	206	315	377	264				2,127	2,127	
		% Change	98%	40%	-28%	8%	-7%	-6%	22%	45%	24%					20%	-11%
	Wireless	2023	190	159	232	238	274	296	310	259	196	190	199	143	2,154	2,686	
		2024	224	243	289	233	313	313	283	369	317				2,584	2,584	
		% Change	18%	53%	25%	-2%	14%	6%	-9%	42%	62%					20%	-4%
	Totals 2023			348	297	447	368	450	516	569	519	409	387	409	359	3,923	5,078
	Totals 2024			537	436	444	374	476	519	598	746	581				4,711	4,711
	% Change			54%	47%	-1%	2%	6%	1%	5%	44%	42%				20%	-7%



Computer Use 2024

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
OTTERVILLE	Computers	2023	15	10	14	119	7	21	13	21	6	19	22	29	226	296	
		2024	18	29	29	44	45	23	60	46	82				376	376	
		% Change	20%	190%	107%	-63%	543%	10%	362%	119%	1267%				66%	27%	
	Wireless	2023	27	12	28	7	6	14	26	29	24	10	21	0	173	204	
		2024	35	29	47	33	46	35	38	32	30				325	325	
		% Change	30%	142%	68%	371%	667%	150%	46%	10%	25%				88%	59%	
	Totals 2023			42	22	42	126	13	35	39	50	30	29	43	29	399	500
	Totals 2024			53	58	76	77	91	58	98	78	112				701	701
	% Change			26%	164%	81%	-39%	600%	66%	151%	56%	273%				76%	40%
PLATTSVILLE	Computers	2023	13	15	15	13	9	3	11	19	11	22	16	9	109	156	
		2024	12	8	20	40	32	36	40	33	48				269	269	
		% Change	-8%	-47%	33%	208%	256%	1100%	264%	74%	336%				147%	72%	
	Wireless	2023	220	223	251	260	354	272	10	17	176	208	226	141	1,783	2,358	
		2024	159	190	164	141	124	140	33	24	58				1,033	1,033	
		% Change	-28%	-15%	-35%	-46%	-65%	-49%	230%	41%	-67%				-42%	-56%	
	Totals 2023			233	238	266	273	363	275	21	36	187	230	242	150	1,892	2,514
	Totals 2024			171	198	184	181	156	176	73	57	106				1,302	1,302
	% Change			-27%	-17%	-31%	-34%	-57%	-36%	248%	58%	-43%				-31%	-48%
PRINCETON	Computers	2023	9	14	10	7	13	2	3	3	9	9	3	1	70	83	
		2024	4	11	2	1	5	0	4	8	1				36	36	
		% Change	-56%	-21%	-80%	-86%	-62%	-100%	33%	167%	-89%				-49%	-57%	
	Wireless	2023	8	15	23	22	40	44	38	32	23	20	29	24	245	318	
		2024	37	63	88	62	72	96	71	86	36				611	611	
		% Change	363%	320%	283%	182%	80%	118%	87%	169%	57%				149%	92%	
	Totals 2023			17	29	33	29	53	46	41	35	32	29	32	25	315	401
	Totals 2024			41	74	90	63	77	96	75	94	37				647	647
	% Change			141%	155%	173%	117%	45%	109%	83%	169%	16%				105%	61%
TAVISTOCK	Computers	2023	16	21	25	15	20	16	20	45	12	46	34	27	190	297	
		2024	11	0	0	0	0	10	43	21	13				98	98	
		% Change	-31%	-100%	-100%	-100%	-100%	-38%	115%	-53%	8%				-48%	-67%	
	Wireless	2023	14	16	20	32	20	19	15	28	16	20	24	31	180	255	
		2024	35	62	52	48	53	54	26	59	42				431	431	
		% Change	150%	288%	160%	50%	165%	184%	73%	111%	163%				139%	69%	
	Totals 2023			30	37	45	47	40	35	35	73	28	66	58	58	370	552
	Totals 2024			46	62	52	48	53	64	69	80	55				529	529
	% Change			53%	68%	16%	2%	33%	83%	97%	10%	96%				43%	-4%



Computer Use 2024

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL	
THAMESFORD	Computers	2023	13	17	18	26	24	22	16	13	8	19	29	21	157	226	
		2024	21	13	15	21	13	6	17	12	10				128	128	
		% Change	62%	-24%	-17%	-19%	-46%	-73%	6%	-8%	25%					-18%	-43%
	Wireless	2023	47	92	65	57	59	43	49	49	49	38	49	166	510	763	
		2024	55	46	56	66	74	61	77	68	47				550	550	
		% Change	17%	-50%	-14%	16%	25%	42%	57%	39%	-4%				8%	-28%	
	Totals 2023			60	109	83	83	83	65	65	62	57	57	78	187	667	989
	Totals 2024			76	59	71	87	87	67	94	80	57				678	678
% Change			27%	-46%	-14%	5%	5%	3%	45%	29%	0%				2%	-31%	
TILLSONBURG	Computers	2023	331	338	476	372	447	388	387	430	402	431	516	412	3,571	4,930	
		2024	490	444	368	422	369	356	425	459	381				3,714	3,714	
		% Change	48%	31%	-23%	13%	-17%	-8%	10%	7%	-5%				4%	-25%	
	Wireless	2023	770	676	1,156	352	357	325	391	394	387	473	483	363	4,808	6,127	
		2024	586	629	765	754	775	804	825	830	696				6,664	6,664	
		% Change	-24%	-7%	-34%	114%	117%	147%	111%	111%	80%				39%	9%	
	Totals 2023			1,101	1,014	1,632	724	804	713	778	824	789	904	999	775	8,379	11,057
	Totals 2024			1,076	1,073	1,133	1,176	1,144	1,160	1,250	1,289	1,077				10,378	10,378
% Change			-2%	6%	-31%	62%	42%	63%	61%	56%	37%				24%	-6%	
TOTAL COMPUTERS		2023	855	786	1130	1043	1034	957	1037	1176	1002	1057	1204	981	9020	12262	
		2024	1220	1037	1068	1060	911	964	1279	1395	1188				10122	10122	
% Change			43%	32%	-5%	2%	-12%	1%	23%	19%	19%				12%	-17%	
TOTAL WIRELESS		2023	1463	1410	2098	1206	1485	1391	1383	1053	1256	1354	1522	1118	12745	16739	
		2024	1511	1647	2187	1755	1929	1929	1929	1929	1929				16326	16326	
% Change			3%	17%	4%	46%	30%	39%	39%	83%	54%				28%	-2%	
TOTAL USAGE		2023	2,318	2,196	3,228	2,249	2,519	2,348	2,420	2,229	2,258	2,411	2,726	2,099	21,765	29,001	
		2024	2,731	2,684	3,255	2,815	2,738	2,893	3,213	3,288	2,831				26,448	26,448	
% Change 2023 to 2024			17.8%	22.2%	0.8%	25.2%	8.7%	23.2%	32.8%	47.5%	25.4%				21.5%	-9%	



Physical Circulation 2024

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	2023	257	123	196	186	202	195	249	187	191	291	240	176	1,786	2,493
	2024	188	235	263	238	271	219	187	181	188				1,970	1,970
% CHANGE 2023 to 2024		-27%	91%	34%	28%	34%	12%	-25%	-3%	-2%				10%	
BURGESSVILLE	2023	2,176	1,958	2,185	1,918	1,626	2,414	2,809	2,423	1,887	1,708	1,898	1,588	19,396	24,590
	2024	1,652	1,795	2,129	2,003	2,189	1,966	2,621	2,861	2,286				19,502	19,502
% CHANGE 2023 to 2024		-24%	-8%	-3%	4%	35%	-19%	-7%	18%	21%				1%	
EMBRO	2023	710	707	760	650	730	665	913	921	820	573	672	697	6,876	8,818
	2024	731	679	885	782	584	604	865	781	642				6,553	6,553
% CHANGE 2023 to 2024		3%	-4%	16%	20%	-20%	-9%	-5%	-15%	-22%				-5%	
HARRINGTON	2023	648	571	584	588	689	703	617	449	625	477	593	346	5,474	6,890
	2024	479	518	468	552	477	426	586	585	563				4,654	4,654
% CHANGE 2023 to 2024		-26%	-9%	-20%	-6%	-31%	-39%	-5%	30%	-10%				-15%	
INGERSOLL	2023	10,191	8,887	10,956	10,355	10,394	10,529	12,343	12,607	10,579	10,596	10,138	8,636	96,841	126,211
	2024	10,724	9,553	10,152	10,835	9,734	12,638	12,638	12,210	9,784				98,268	98,268
% CHANGE 2023 to 2024		5%	7%	-7%	5%	-6%	20%	2%	-3%	-8%				1%	
INNERKIP	2023	1,420	1,227	1,356	1,350	1,455	1,295	1,387	1,481	1,242	1,128	1,057	890	12,213	15,288
	2024	1,008	917	1,000	1,305	1,148	1,243	1,478	1,357	1,178				10,634	10,634
% CHANGE 2023 to 2024		-29%	-25%	-26%	-3%	-21%	-4%	7%	-8%	-5%				-13%	
MOUNT ELGIN	2023	806	628	902	655	809	792	822	974	759	967	855	537	7,147	9,506
	2024	636	636	776	648	508	711	799	707	683				6,104	6,104
% CHANGE 2023 to 2024		-21%	1%	-14%	-1%	-37%	-10%	-3%	-27%	-10%				-15%	
NORWICH	2023	5,262	3,993	5,053	3,814	3,593	3,789	4,553	4,584	3,748	3,691	3,631	3,936	38,389	49,647
	2024	4,650	4,179	4,167	4,059	3,884	4,378	4,789	5,545	3,586				39,237	39,237
% CHANGE 2023 to 2024		-12%	5%	-18%	6%	8%	16%	5%	21%	-4%				2%	



Physical Circulation 2024

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
OTTERVILLE	2023	1,280	1,436	1,453	1,355	1,302	1,279	1,516	1,511	1,272	1,249	1,507	1,259	12,404	16,419
	2024	1,108	1,147	1,281	1,289	1,383	1,291	1,271	1,277	1,363				11,410	11,410
% Change 2023 to 2024		-13%	-20%	-12%	-5%	6%	1%	-16%	-15%	7%				-8%	
Ox on the Run	2023						96	150	203	107	96	49	70	556	771
	2024	64	115	144	77	188	72	277	478	143				1,558	1,558
% CHANGE 2023 to 2024							-25%	85%	135%	34%				180%	
PLATTSVILLE	2023	2,049	1,914	2,114	1,877	1,863	1,769	2,146	2,515	1,926	1,774	1,583	1,500	18,173	23,030
	2024	1,600	1,805	2,109	1,941	1,732	1,903	2,062	2,294	1,970				17,416	17,416
% CHANGE 2023 to 2024		-22%	-6%	0%	3%	-7%	8%	-4%	-9%	2%				-4%	
PRINCETON	2023	1,205	1,121	1,434	1,336	1,270	1,244	1,251	1,353	1,265	1,272	1,235	1,145	11,479	15,131
	2024	1,334	1,627	1,923	1,486	1,185	999	1,342	1,129	1,211				12,236	12,236
% CHANGE 2023 to 2024		11%	45%	34%	11%	-7%	-20%	7%	-17%	-4%				7%	
TAVISTOCK	2023	2,570	2,152	3,010	2,335	2,145	2,381	2,602	3,025	2,107	2,192	2,113	1,783	22,327	28,415
	2024	2,486	2,257	2,480	2,299	2,145	2,344	2,607	2,687	2,167				21,472	21,472
% CHANGE 2023 to 2024		-3%	5%	-18%	-2%	0%	-2%	0%	-11%	3%				-4%	
THAMESFORD	2023	1,980	1,587	1,779	1,850	1,820	1,765	2,523	2,354	1,909	1,793	1,799	1,563	17,567	22,722
	2024	1,925	1,764	2,106	1,965	1,700	1,857	2,334	2,571	1,962				18,184	18,184
% CHANGE 2023 to 2024		-3%	11%	18%	6%	-7%	5%	-7%	9%	3%				4%	
TILLSONBURG	2023	7,588	6,830	8,236	7,236	6,518	6,707	7,994	7,879	7,024	6,693	6,851	6,044	66,012	85,600
	2024	6,978	6,630	6,702	6,973	6,265	6,805	7,172	7,525	6,412				61,462	61,462
% CHANGE 2023 to 2024		-8%	-3%	-19%	-4%	-4%	1%	-10%	-4%	-9%				-7%	
TOTAL	2023	38,142	33,134	40,018	35,505	34,416	35,623	41,875	42,466	35,461	34,500	34,221	30,170	336,640	435,531
	2024	35,627	33,972	36,729	36,529	33,581	37,528	41,305	42,666	34,281				332,218	332,218
% CHANGE 2023 to 2024		-7%	3%	-8%	3%	-2%	5%	-1%	0%	-3%				-1%	-24%



Digital Circulation 2024

	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTALS
Digital TV & Movies	2023	792	706	673	655	643	658	680	758	843	901	907	723	6,408	8,939
	2024	740	703	764	696	744	704	769	726	693				6,539	6,539
% Change - Digital TV & Movies		-7%	0%	14%	6%	16%	7%	13%	-4%	-18%				2%	
Digital Magazines and Newspapers	2023	3,587	2,650	3,663	3,306	2,744	3,119	2,967	3,053	3,277	3,707	4,133	4,384	28,366	40,590
	2024	5,237	6,149	5,521	4,532	3,899	3,852	4,152	3,785	4,719				41,846	41,846
% Change - Digital Magazines & Newspapers		46%	132%	51%	37%	42%	24%	40%	24%	44%				48%	
Tumble Books	2023	92	66	73	79	62	92	25	31	86	205	224	233	606	1,268
	2024	174	213	192	135	128	183	73	19	36				1,153	1,153
% Change - Tumble Books		89%	223%	163%	71%	106%	99%	192%	-39%	-58%				90%	
Digital Music	2023	2,769	2,346	1,418	1,455	1,389	1,366	1,573	1,465	1,573	1,686	2,696	1,871	15,354	21,607
	2024	1,527	1,323	1,357	1,219	1,310	1,393	1,121	1,235	1,179				11,664	11,664
% Change - Digital Music		-45%	-44%	-4%	-16%	-6%	2%	-29%	-16%	-25%				-24%	
Digital Audiobooks	2023	3,973	3,646	4,133	4,001	4,221	3,812	4,030	4,557	4,228	4,485	4,423	4,394	36,601	49,903
	2024	4,685	4,574	4,908	4,638	4,674	4,516	5,027	5,009	4,801				42,832	42,832
% Change - Digital Audiobooks		18%	25%	19%	16%	11%	18%	25%	10%	14%				17%	
Digital ebooks	2023	6,885	6,489	6,865	6,489	6,437	6,318	7,065	7,181	6,648	7,000	6,390	7,555	60,377	81,322
	2024	7,180	6,431	7,148	6,915	6,562	6,720	6,894	7,153	6,894				61,897	61,897
% Change - eBooks		4%	-1%	4%	7%	2%	6%	-2%	0%	4%				3%	
TOTAL Digital Circulation	2023	18,098	15,903	16,825	15,985	15,496	15,365	16,340	17,045	16,655	17,984	18,773	19,160	147,712	203,629
	2024	19,543	19,393	19,890	18,135	17,317	17,368	18,036	17,927	18,322	-	-		165,931	165,931
% Change - Digital Circulation		8%	22%	18%	13%	12%	13%	10%	5%	10%				12%	

Definitions:

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

Digital Magazines and Newspapers include the following: Overdrive Magazines, Press Reader

Digital Music includes the following: Freegal, Hoopla Music

Digital Audiobooks includes the following: Hoopla Audiobooks, Overdrive Audiobooks

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



OX ON THE RUN

OCTOBER 2024

SUN **MON** **TUES** **WED** **THU** **FRI** **SAT**

Please note that stops are subject to change, and may be cancelled due to inclement weather. Please check our social media pages for updates.

		1	2	3	4	5 Celebrate the Thames Event Lions River Park Thamesford 10am-2pm	
6	7	8	9 Early ON Embroidery Arena 10am-11:30am	10 Fire Prevention Week Open House Tillsonburg Fire & Rescue 6-8pm	11 Early ON Memorial Hall Tavistock 10am-11:30am	12	
13	14 LIBRARY 	Ox on the Run Staff are learning at the Association of Bookmobile and Outreach Services Conference!				18	19
20	21	22	23 Beachville District Museum 1:30-3:30	24 Early ON Plattsville Arena 10am-11:30am	25 Drumbo Township Office 1:30-3:30pm Oxford Reads Crafty Night at Beachville District Museum 6-7:30pm	26 Truck-or-Treat Ingersoll Library 10am-12pm 	
27	28	29 Springford Hall 1:30-3:30	30 Chalmers United Church Kintore 10am-12pm	31 Ezt Administration Building Hickson 10am-12pm 			

REPORT TO LIBRARY BOARD

2025 Library Business Plan and Budget

To: Oxford County Library Board

From: Director of Corporate Services

RECOMMENDATION

1. That the Board receive Report 2024-44 entitled “2025 Library Business Plan and Budget” and recommends that County Council approve the 2025 Oxford County Library Business Plan and Budget to provide a levy of \$_____, subject to possible minor adjustments to interdepartmental charges.

REPORT HIGHLIGHTS

- 2025 Library levy \$5.7 million – \$522,670 increase over 2024
- Four goals and objectives to carryout an organizational review to optimize use of staff resources to meet current and future service needs; search for a more user friendly ecommerce solution; creation of a communications strategy focused improving user experience and community engagement; and, in collaboration with Oxford County Archives and Strategic Communications and Engagement, facilitate county-wide recognition and celebrations of Oxford County Library’s 60-year, Oxford County’s 175-year and Oxford Archives 25-year anniversaries aligning in 2025
- Staffing impact – 2.0 FTE temporary positions for Ox on the Run pilot project; and an increase of 1.8 FTE – 1.0 to support expansion of makerspace and technology programming in Ingersoll branch and introduce presence in other branches; 0.5 to support library program planning and delivery at various branches; and 0.3 to continue to support the summer reading program throughout the County

IMPLEMENTATION POINTS

The proposed schedule for Oxford County Council presentations and deliberations of the draft 2025 business plans and budgets, including the Library Business Plan and Budget is as follows:

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CORPORATE SERVICES
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Budget Meeting	Date	Time
Special Council Meeting 1	Wednesday, November 20, 2024	9:00am - 12:00pm
Special Council Meeting 2	Monday, November 25, 2024	9:00am - 12:00pm
Regular Council Meeting	Wednesday, December 11, 2024	9:30am -

Financial Impact

The draft budget proposes a \$522,670 increase in the levy to be collected from property owners within the Area Municipalities included in the County library system. This represents a 10.0% increase over 2024.

Communications

Staff will prepare a report to County Council to present the Board's recommendation for the Oxford County Library's 2025 Business Plan and Budget for their consideration.

The County's Communications and Strategic Engagement Team will facilitate the 2025 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 2025 budget survey. The survey results can be accessed in more detail through [Report CS 2024-33 and the attachment](#).

The 2025 Business Plan and Budget will be released on November 13, 2024 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.

2024-2028 LIBRARY STRATEGIC PLAN

Oxford County Library Board approved the [2024-2028 Library Strategic Plan](#) on February 20, 2024. The Plan outlines three key goals to advance the Library's vision to "Connect, discover, share, become." These goals are: (1) *Sustain service excellence*, (2) *Grow engagement and member relationships*, and (3) *Innovate access to service*.

The recommendation in this report supports the following strategic goals.

Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.1 – Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.</p> <p>Strategy 1.2 – Develop and implement a referral framework to ensure that customers with diverse needs are referred to program and service supports provided by the most appropriate community organizations.</p> <p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>	<p>Strategy 2.1 – Create and implement a Communications Strategy to build OCL’s brand awareness and service offerings in the community.</p> <p>Strategy 2.2 – Develop and implement a Patron Management and Growth Plan to increase usership and community engagement with library programs, services and spaces.</p> <p>Strategy 2.3 – Plan and implement the expansion of non-traditional services to include more digital resources, access to technology and unique collections.</p>	<p>Strategy 3.1 – Plan, design, and implement a Programs and Services Accessibility Strategy to make OCL inclusive and accessible to all residents.</p> <p>Strategy 3.2 – Expand the availability of self-service options and introduce more technology to increase access.</p> <p>Strategy 3.3 – Expand the Ox on the Run program to increase library access in communities without branches and to meet residents where they are to drive engagement.</p>

See: [Oxford County Library 2024-2028 Strategic Plan](#)

DISCUSSION

Background

At the regular meeting of the Board held September 17, 2024, the Board considered the draft 2025 Library Business Plan and passed the following resolution:

“That the Library Board approves the 2025 Business Plan goals and objectives as set out in Attachment 1 to Report 2024-39.”

The 2025 draft Business Plan and Budget report, attached as Attachment 1, has been formed on the basis of the Business Plan and direction from the Board and is in alignment with the [2024-2028 Library Strategic Plan](#).

Comments

Attachment 1 to this report is the Library 2025 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 assist 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 2025 draft budget proposes a levy requirement of \$5,746,412 (\$5,223,742 – 2024) for libraries, representing an increase of 10.0% over 2024 (21.8% increase - 2024). The total budget (gross expenditures) is \$6,584,698 (\$6,091,194 - 2024) which is \$493,504 increase over 2024 or 8.1%.

Although the draft budget proposes an increase of \$493,504, the library levy is increasing \$522,670 over the 2024 levy, resulting in an increase of 10.0% for taxpayers. The 2025 budget impacts are 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 was planned to be a two-year pilot project approved as part of the 2023 budget. The 2024 budget included a \$185,899 provision for second year's operational costs, including 2.3 temporary FTEs, funded by the Library General reserve.

At the Board's August 21, 2024 meeting, the Board received Report 2024-35 entitled "Ox on the Run Pilot Extension", and in response, passed the following resolution:

"That the Library Board receives Report 2024-35, Ox on the Run Pilot Extension, for information and discussion:

And further, that the Library Board approves the extension of the Ox on the Run Pilot through to the end of December 2025."

As such, the draft 2025 budget contains a provision of \$173,819 to extend the program to the end of 2025. This includes 2.0 FTEs, with \$100,000 of the costs to be funded by the Library General reserve. This approach is intended to alleviate some of the pressure on the 2025 levy increase and will assist in mitigating a full year's cost of the program if the Board decides to make it a permanent program in 2026. It is also important to note, that if it is decided to proceed with making the program permanent, in addition to the operating costs proposed for 2025, consideration will have to be given to replacing the temporary near end-of-life vehicle, which will require a capital outlay and ongoing funding for vehicle replacement costs.

The 2025 overall capital budget is \$331,900 (\$554,000 – 2024) and is explained in Attachment 1 – Capital Budget, with the funding sources illustrated in Attachment 2.

2024 Forecast Budget Variance

The 2024 year-end library budget forecast is projecting a surplus of \$80,684 budget as of the date of this report. According to the County's Reserve Policy 6.20, a Library year end operating surplus is to be allocated to the Library General Reserve to be used for unbudgeted extraordinary operating expenses or new capital assets to provide sufficient flexibility and protection for unforeseen events in the Library system as a tax stabilization measure. In essence, since the draft 2025 budget is proposing to take \$100,000 from the Library General reserve for the Ox on the Run program, the impact of the projected surplus on Library General reserve would be a decrease of approximately \$20,000 of funds available for future operating,

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or new capital, such as a vehicle for Ox on the Run. Notable variances projected for 2024 are explained in Table 1.

Table 1 – 2024 Forecast Year-End Budget Variance

Revenue/Expense	Explanation	Amount
General revenues	Additional user fees and charges, investment income and donations	\$17,300
Salaries and benefits	Administration vacancy	21,600
Materials	Deficit in advertising/promotion, supplies and program expenses, hardcopy and digital books, donation withdrawals fully offset by donation revenues noted above	(16,000)
Facilities	Savings from building rents and security costs	6,500
Facilities	Missed rent invoiced back from Sept 2021	(72,110)
Fleet	Library delivery van (excluding Ox on the run)	2,740
Development Charge	Net development charge revenues and funding exemptions	120,760
Other	Miscellaneous savings and deficits	(106)
Forecast Year-End Variance		\$80,684

Reserves

As previously mentioned, the forecasted surplus will be allocated to the Library General Reserve, however the draft 2025 budget proposes a \$100,000 contribution from the Library General Reserve which has the effect of reducing the 2025 levy increase by approximately 2% (each \$52,200 represents a 1% change in the Library levy). It is important to note that this provision will result in a projected year end reserve balance of approximately \$109,200 over the reserve's target balance.

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 2025 budget. The report also forecasts the reserve balances for the next five years.

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Full-time Equivalent Analysis

The Library 2025 Business Plan and Budget proposes changes with a net effect of 3.8 additional FTEs as described in Table 2 below.

Table 2 – 2025 Full-Time Equivalent Changes

Service Level	One-Time (Temp)	Inc (Dec)	2025 Budget Impact Explanation	Reference
0.3	-	0.3	Library Summer Student to continue to support the summary Reading Program	FTE 2025-18
1.0	-	1.0	Makerspace Technician to increase makerspace and technology programming and planning at branches throughout OCL	FTE 2025-19
0.5	-	0.5	Library Programming Support to support planning and delivery of programming at various branches	FTE 2025-20
-	2.0	2.0	Ox on the Run – extension of pilot program to December 31, 2025	
1.8	2.0	3.8		

Debt Repayment

There are no debt obligation requirements in the 2025 budget, and none proposed in the 10-year capital plan at this time.

CONCLUSIONS

The 2025 Draft Budget Report responds to the Board's direction to staff and to align with the Board's approved 2024-2028 Strategic Plan.

Report author

Original signed by

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

Departmental approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

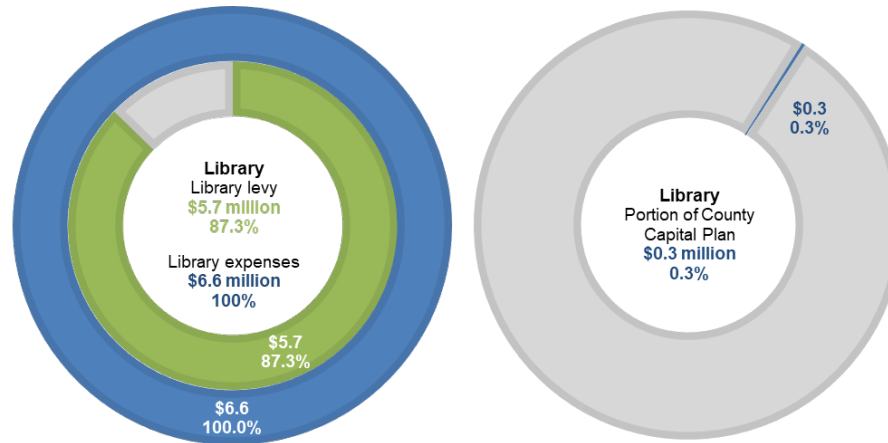
ATTACHMENTS

- Attachment 1 – Library 2025 Business Plan and Budget
- Attachment 2 – 2025 Library Capital Plan
- Attachment 3 – 2025 Library Reserve Continuity Reports

2025 Budget

Oxford County Library





	Division	Division Description	Services	2025 FTE Base	2025 FTE Temp
Oxford County Library Board	Library	<p>Oxford County Library serves seven of the area municipalities that make-up Oxford County by providing access to reading, culture, technology, trusted information and creative learning opportunities. A welcoming space at the heart of our communities, OCL's 14 branches encourage connection, support wellbeing and foster a love of reading.</p> <p>As a community-focused library system, Oxford County Library caters to the diverse needs and interests of the County's residents by offering a wide range of services, collections and programs such as:</p> <ul style="list-style-type: none"> • Lending of books, DVDs, audiobooks, kitchen equipment, park passes and a wide variety of other materials; • Access to eBooks, eAudiobooks, streaming music and movies and other electronic resources for learning and research; • Coaching, training and help on the use of technology; • Home delivery services to homebound customers and nursing homes; • Programming for all ages, including literacy, creative, and learning opportunities. • Mobile outreach services through Ox on the Run. 	<ul style="list-style-type: none"> ▪ Library Collections ▪ Library Programming ▪ Library Reference and Information ▪ Library Public Space Access ▪ Library Technology Access and Coaching 	40.0	2.0
Total				40.0	2.0

Services Overview

Full-Time Equivalents FTE 40.0

↑1.8
Base

+2.0
Temporary





Service	Service Description	2023 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.	638,990 Items borrowed, downloaded, or streamed 437 home deliveries were made to offer access to collections to those unable to visit the library.	Information
Library Programming	An external service offering programming, outreach and special events that respond to the literacy, educational and recreational needs of the community.	29,110 People attended 1,846 In-Person and Virtual Programs	Information
Library Information Services	An external service offering answers to information questions and readers' advisory in person or via other channels (email, web, phone).	1,139 Research database uses 1,661 Readers' Advisory requests 290 Local History requests	Information
Library Public Space Access	An external service providing welcoming and accessible meeting places.	511 Library room rentals for public use 925 bookings were made for study room spaces	Community
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	16,739 wireless internet sessions 12,263 in-branch public computer sessions 2,448 Technology Coaching Sessions were offered at library branches.	Community





- **0.3 FTE Library Summer - Student** - To continue to support Summer Reading through Oxford County. Position is currently part of Ox on the Run project but would move to base budget with this request. **FTE 2025-18**
- **1.0 FTE Makerspace Technician Full-time** - To increase makerspace and technology programming and planning at the Ingersoll branch and throughout OCL. **FTE 2025-19**
- **0.5 FTE Library Programming Support Part-time** - To support planning and delivery of programming at various branches. **FTE 2025-20**
- **2.0 FTE Mobile Outreach Staff Full-time** - Outreach staff members **Outreach Services Specialist** to provide Programming, Library Services and supervision and **Outreach Services Clerk** to provide Library Services as part of 2-year pilot project extended to 3 years for 2025 **NI 2023-13**

Key Performance Indicators

	2021 Actual	2022 Actual	2023 Actual	2024 Forecast	2025 Budget	Target
Number of active library cards	16,551	17,691	18,841	19,250	19,750	↑
% of collection purchase requests filled	95%	96%	94%	95%	90%	90%
Physical & electronic materials circulation	459,003	656,010	638,990	630,000	635,000	↑
Branch attendance / Mobile Unit attendance	71,361	128,946	206,209	221,000	225,000	↑
Number of programs offered (Branch and Virtual)	270 (virtual only)	302	1,846	1,700	1,900	↑
Attendance at programs (Branch and Virtual)	5,961 (virtual only)	23,846	29,101	27,500	30,000	↑
Attendance at Tech Coaching Sessions (Branch and Mobile Unit)	141	729	2,448	2,450	2,500	↑

Goals and Objectives

Description	2025	2026	2027	Strategic Plan	Other Plan Alignment
<p>Organizational Review and Onboarding Plan</p> <p>Oxford County Library is at a critical growth stage and intends to optimize staffing in order to meet future demands. The Library aims to achieve Strategy 1.3 in the Library Strategic Plan by developing and implementing “a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain Oxford County Library service excellence.” The review, undertaken by staff with the help of County Human Resources, will look at the current organizational structure and recommend changes to meet current and future needs. Goals of the review will be to: design an effective organizational structure, develop and strengthen the onboarding and training processes, and develop processes to assist with change management. The review should be completed prior to July 2025 in order to assist Library Administration with changes that may influence the 2026 budget.</p>	●			 Goal 3.3: <i>Attract, retain and engage staff</i> LIBRARY STRATEGIC PLAN  Goal 1: <i>Sustain service excellence</i>	
<p>Branch Level Payment Solution</p> <p>With the help of County Corporate Services, Library staff will investigate and implement payment solutions that can be scaled for usage at all Oxford County Library branches. Staff will look at current payment solution in place at Resource Branches and the needs of smaller Regional and Village branches to find a solution that is budget friendly, while also providing expanded options for customer service.</p>	●			 Goal 3.1: <i>Continuous improvement and results-driven solutions</i> LIBRARY STRATEGIC PLAN  Goal 3: <i>Innovate access to service</i>	

Description	2025	2026	2027	Strategic Plan	Other Plan Alignment
<p>Communication Strategy for Patron Management, Brand Awareness and Growth</p> <p>In order to increase community awareness of Oxford County Library's programs, services and collections, staff will work closely with Strategic Communications to create a communication strategy focused on deepening relationships with existing and new members and increasing usership and community engagement. Through this goal, the Library aims to achieve Strategies 2.1 and 2.2 in the Library Strategic Plan. Key Performance Indicators will be developed to show success of the strategy over the short, mid and long term.</p>	●			 Goal 3.2: Collaborate with our partners and communities <hr/> LIBRARY STRATEGIC PLAN  Goal 2: Grow engagement and member relationships	
<p>Oxford County Library 60 Year Anniversary</p> <p>Collaborate with Oxford County Archives and Strategic Communications and Engagement for the celebration of Oxford County Library's 60-year anniversary, along with the anniversaries of Oxford County (175) and Archives (25). Planning will include communications plan and programming plan. Key performance Indicators such as program attendance, social media statistics, and other engagement Key Performance Indicators will be reviewed for effectiveness.</p>	●			 Goal 3.2: Collaborate with our partners and communities <hr/> LIBRARY STRATEGIC PLAN  Goal 2: Grow engagement and member relationships	

Budget – Library Board Report

	2024	2024	LESS: 2024	2025	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2024 BUDGET	2024 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	(138,904)	(138,904)	-	-	-	(138,904)	-	-
USER FEES AND CHARGES	(24,574)	(19,900)	-	(4,230)	(2,400)	(26,530)	(6,630)	33.3%
NET INVESTMENT INCOME	(5,000)	-	-	-	-	-	-	-
OTHER REVENUE	(11,282)	(3,600)	-	1,200	-	(2,400)	1,200	(33.3%)
TOTAL GENERAL REVENUES	(179,760)	(162,404)	-	(3,030)	(2,400)	(167,834)	(5,430)	3.3%
OTHER REVENUES								
RESERVE TRANSFER	(236,260)	(305,899)	305,899	-	(100,000)	(100,000)	205,899	(67.3%)
DEVELOPMENT CHARGES	(304,252)	(71,649)	-	(168,903)	-	(240,552)	(168,903)	235.7%
TOTAL OTHER REVENUES	(540,512)	(377,548)	305,899	(168,903)	(100,000)	(340,552)	36,996	(9.8%)
TOTAL REVENUES	(720,272)	(539,952)	305,899	(171,933)	(102,400)	(508,386)	31,566	(5.8%)
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	2,521,452	2,537,952	(126,724)	114,994	222,014	2,748,236	210,284	8.3%
BENEFITS	655,394	660,494	(25,029)	55,347	53,018	743,830	83,336	12.6%
GAPPING ALLOCATION	-	-	-	-	(12,791)	(12,791)	(12,791)	-
TOTAL SALARIES AND BENEFITS	3,176,846	3,198,446	(151,753)	170,341	262,241	3,479,275	280,829	8.8%
OPERATING EXPENSES								
MATERIALS	558,551	542,123	(21,615)	27,301	20,624	568,433	26,310	4.9%
CONTRACTED SERVICES	143,000	143,000	(120,000)	(22,000)	-	1,000	(142,000)	(99.3%)
RENTS AND FINANCIAL EXPENSES	3,150	7,150	(7,000)	-	3,000	3,150	(4,000)	(55.9%)
TOTAL OPERATING EXPENSES	704,701	692,273	(148,615)	5,301	23,624	572,583	(119,690)	(17.3%)
RESERVE TRANSFERS								
CONTRIBUTIONS TO CAPITAL RESERVES	355,520	126,520	-	251,480	40,000	418,000	291,480	230.4%
DEVELOPMENT CHARGES EXEMPTIONS	60,643	12,500	-	-	137,500	150,000	137,500	1,100.0%
TOTAL RESERVE TRANSFERS	416,163	139,020	-	251,480	177,500	568,000	428,980	308.6%
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	1,565,620	1,504,955	(10,031)	164,271	14,821	1,674,016	169,061	11.2%
DEPARTMENTAL CHARGES	-	-	-	(41,076)	-	(41,076)	(41,076)	-
TOTAL INTERDEPARTMENTAL CHARGES	1,565,620	1,504,955	(10,031)	123,195	14,821	1,632,940	127,985	8.5%

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	2024	2024	NON-	BASE	BUDGET	2025	2024	2024
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
TOTAL EXPENSES	5,863,330	5,534,694	(310,399)	550,317	478,186	6,252,798	718,104	13.0%
PROGRAM SURPLUS/DEFICIT								
RESERVE CONTRIBUTION TO (FROM)								
RESERVE CONTRIBUTION-SURPLUS	80,684	-	-	-	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	80,684	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	80,684	-	-	-	-	-	-	-
NET OPERATING	5,223,742	4,994,742	(4,500)	378,384	375,786	5,744,412	749,670	15.0%
CAPITAL								
CAPITAL REVENUES								
CAPITAL PROVINCIAL GRANTS	-	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFER	(511,500)	(291,500)	-	(33,600)	-	(325,100)	(33,600)	11.5%
CAPITAL CONTRIBUTIONS	(36,000)	(36,000)	-	31,200	-	(4,800)	31,200	(86.7%)
CAPITAL DONATIONS	-	-	-	-	-	-	-	-
TOTAL CAPITAL REVENUES	(547,500)	(327,500)	-	(2,400)	-	(329,900)	(2,400)	0.7%
CAPITAL EXPENSES	547,500	556,500	-	(226,600)	2,000	331,900	(224,600)	(40.4%)
NET CAPITAL	-	229,000	-	(229,000)	2,000	2,000	(227,000)	(99.1%)
SUMMARY								
TOTAL REVENUES	(1,267,772)	(867,452)	305,899	(174,333)	(102,400)	(838,286)	29,166	(3.4%)
TOTAL EXPENSES	6,410,830	6,091,194	(310,399)	323,717	480,186	6,584,698	493,504	8.1%
TOTAL PROGRAM SURPLUS/DEFICIT	80,684	-	-	-	-	-	-	-
TOTAL LEVY	5,223,742	5,223,742	(4,500)	149,384	377,786	5,746,412	522,670	10.0%
% BUDGET INCREASE (DECREASE)			(0.1%)	2.9%	7.2%	10.0%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS						
OCL-Ox on the Run		173,819	-	100,000	73,819	1.4%
OCL-Vehicle Wrap		4,400	-	-	4,400	0.1%
OCL-60th Anniversary		6,000	-	-	6,000	0.1%
		184,219	-	100,000	84,219	1.6%
SERVICE LEVEL						
OCL-Library Summer Student FTE	FTE 2025-18	12,309	-	-	12,309	0.2%
OCL-Maker Space Technician FTE	FTE 2025-19	76,744	2,000	-	78,744	1.5%
OCL-Branch Hours Adjustments FTE	FTE 2025-20	40,206	-	2,400	37,806	0.7%
		129,258	2,000	2,400	128,858	2.5%
CAPITAL CONTRIBUTION						
OCL-Library Capital Increase (AMP)		40,000	-	-	40,000	0.8%
		40,000	-	-	40,000	0.8%
INITIATIVE GAPPING						
OCL-Maker Space Technician FTE	FTE 2025-19	(12,791)	-	-	(12,791)	(0.2%)
		(12,791)	-	-	(12,791)	(0.2%)
CARRYOVER/IN-YEAR APPROVAL						
OCL-Development Charge Exemptions		137,500	-	-	137,500	2.6%
		137,500	-	-	137,500	2.6%
TOTAL		478,186	2,000	102,400	377,786	7.2%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
BUILDING							
916040 - Ingersoll Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$15,100	15,100	-	-
916110 - Thamesford Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$12,000	12,000	-	-
916060 - Norwich Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$15,000	15,000	-	-
COMPUTER EQUIPMENT							
600000 - Computer Equipment	Public use and maker space and assistive technologies	Replacement	Poor	\$21,000	21,000	-	-
600000 - Computer Equipment	Laptop for Makerspace Technician (FTE 2025-19)	Expansion	N/A	\$2,000	2,000	-	-
EQUIPMENT							
600000 - Collection Materials	Annual refresh of collection materials, including non-traditional materials	Replacement	Poor	\$257,800	257,800	-	-
FURNISHINGS							
600000 - Furnishings	Furniture - Public Use and Staff Use	Replacement	Poor	\$9,000	9,000	-	-
				\$331,900	\$331,900	\$0	\$0

** The 2025 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Library Summer Student

FTE 2025-18

SUMMARY	
Type of FTE request	Maintain Service Level
Classification	Student - Permanent
Job Title	Library Summer Student
FTE	0.3
Description	Move one summer student position from a temporary position tied to the Ox on the Run project to a permanent position in order to continue to help increase participation in the Library’s Summer Reading Club.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

LIBRARY STRATEGIC PLAN



Goal 3: Innovate access to service

REQUEST DETAILS
<p>Background</p> <p>With a mission to “promote and provide the community with universal access to information, ideas and engaging experiences in welcoming spaces” Oxford County Library provides a wide range of programs and activities for children, teens and families as part of its annual Summer Reading Program.</p> <p>As part of the Library’s 2022 budget, two 4-month post-secondary student positions were approved as part of a one-time request to provide hands-on programming and training assistance in branches and with Ox on the Run.</p> <p>In the 2023 budget request, one of the two positions was moved to the Ox on the Run pilot project to help launch the service during the busy summer months.</p> <p>Comments</p> <p>The additional help of the Summer Student positions has helped the Library continue to attract more children and teens to join the TD Summer Reading Club. Designed to help keep children reading during the summer months, the TD Summer Reading Club incentives reading through the Library’s Beanstalk App where they can earn badges for reading during the summer months.</p>

REQUEST DETAILS

Over the last three years, the Library has seen a 22% increase in participation and a 46% increase in the number of minutes children are reading each summer. These numbers are thanks, in large part, to the Summer Student positions that help plan and facilitate the Summer Reading Club at the Ingersoll and Tillsonburg branches and provide support for the other twelve OCL branches throughout the County.

As the Summer Student positions have become an important part of the Library’s Summer Reading programming, staff feel that both positions should be included as permanent student positions for Library Service.

The Summer Student positions are also well positioned to help the Library achieve Goal Three of the Library Strategic Plan, “Innovate access to service” by purposefully innovating “programs and services to enhance access, drive engagement and improve members’ experiences.” Continued support from the Summer Student positions will be needed to continue to enhance Summer Reading programming across all fourteen branches of the Oxford County Library.

Conclusion

Addition of one 4-month post-secondary student to permanent status is requested to continue to support hands-on programming; summer reading club support; and training assistance in branches. The position will work with the public, library staff and at outreach locations and events throughout the late Spring and Summer months with a focus on literacy for children and teens.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits			
Total salaries and benefits	-	12,309	12,309
Library Levy	\$-	\$12,309	\$12,309

FTE – Makerspace Technician

FTE 2025-19

SUMMARY	
Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Makerspace Technician
FTE	1.0
Description	The proposed Makerspace Technician will expand on the technology programming and services offered by Oxford County Library by providing support for customers of all ages in using the Ingersoll Branch’s current Makerspace opened in 2022. The position will also help plan and implement expanded Maker service points throughout the Library’s other branch locations as has been indicated in OCL’s Service Delivery Model.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

LIBRARY STRATEGIC PLAN



Goal 2: Grow engagement and member relationships

REQUEST DETAILS

Background

In 2022 Ingersoll Branch opened the first Makerspace at Oxford County Library. This dedicated space features equipment such as a 3D printer, iMac Design desktop, vinyl cutting machine, sewing machine and more. The space was featured in 2023 as part of the Ontario Library Association’s Libraries as Place conference to showcase what rural library systems can do to create makerspaces in with limited space.

In 2022 the Oxford County Library Board passed an updated Service Delivery Model that highlighted the need to expand makerspaces throughout the Library’s other 13 branch locations. The model outline’s the Library’s dedication to Maker Culture and STEAM Learning with a plan to create dedicated makerspaces at both Resource Branches (Ingersoll and Tillsonburg), Curiosity Cabinets at the Regional Branches (Norwich, Plattsville, Tavistock, Thamesford), and further maker options at the Village Branches.

In 2024 the Oxford County Library Board passed the 2024-2028 Library Strategic Plan. Strategy 2.3 under Grow engagement and member relationships instructs staff to “Plan and implement the expansion of non-traditional services to include more digital

REQUEST DETAILS

resources, access to technology and unique collections.” Expanding the Library’s makerspaces - including high, low and no-tech options – will be an important task assigned to the new Makerspace Technician.

Also in 2024, the Library undertook a Rural Community Engagement survey to connect with the communities that host the 12 rural branches in Oxford County. 3D printing was clearly identified, through this process, as an important technology that survey respondents would like to see in the rural branches.

The Library also recently completed a technology review to look at the current and future technology needs. Through this review, consultants highlighted the need for review of makerspace offerings to keep the space current and future thinking; as well as the need to look at other technology offerings throughout the Library’s other branch locations.

Conclusion

Oxford County Library has been working to develop excellent technology programs and services to provide County residents with access to new technologies and Maker resources in order to advance digital equity and literacy. The Makerspace Technician will allow the Library to continue to support technology learning, maker culture, and STEAM throughout the County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits			
Total salaries and benefits	-	76,744	76,744
Capital			
Computer Equipment: Laptop	2,000	-	2,000
Total capital	2,000	-	2,000
Library Levy	\$2,000	\$76,744	\$78,744
<i>Initiative Gapping – position start March 2025</i>			
2026 Budget Impact	-	(12,791)	(12,791)
2025 Budget Impact	\$2,000	\$63,953	\$65,953

FTE – Various Positions – Library Programming Support

FTE 2025-20

SUMMARY	
Type of FTE request	Expand Service Level
Classification	Part-time - Permanent
Job Title	Various Positions – Library Programming Support
FTE	0.53
Description	Increase hours of various part-time library positions to allow for increased program planning and delivery. Increase hours will also allow for expanded after-hours library space rentals with cost of staffing for this expansion being off-set by rental fees.

STRATEGIC PLAN



[Goal 2.1: Climate change mitigation and adaption]

LIBRARY STRATEGIC PLAN



Goal 3: Innovate access to service

REQUEST DETAILS

Background

With a mission to “promote and provide the community with universal access to information, ideas and engaging experiences in welcoming spaces” Oxford County Library provides a wide range of programs for customers of all ages.

As part of the Library’s 2024 Business Plan, staff undertook a Rural Community Engagement survey to determine the current and future needs of the Library’s rural branches. A portion of the survey asked customers and non-library users for feedback on the library’s collections, programs and technology. Through the survey, staff found that customers are looking for more programming offerings for Adults: including book clubs, cooking demonstrations, and other learning opportunities.

Oxford County Library is requesting additional hours for various part-time branch positions in order begin offering more programs at various branch locations. These hours will allow branch staff more time to plan and deliver high quality programs at several branch locations as a small expansion from current offerings.

This additional staff time will also allow for the expansion of after-hours rental availability for Village and Regional branch locations, with the addition of a new after-hours rental fee included in the Library portion of the Fees and Charges By-Law for implementation in 2025. The rental fee will offset the cost of staffing at locations where rentals are requested by members of the community and local community groups. This

REQUEST DETAILS

new after-hours rental service will allow the library branches to be available when closed to the public for the local community use and will help make branches an even more vital part of their communities by partnering with local organizations and community members.

Comments

Oxford County Library branches' workforce is predominately part-time. The requested additional hours to offer existing part-time staff are represented by:

FTE	Staff Requirement
.03	Associate Supervisor Hours for providing after-hours branch rental at Village and Regional Branches.
.50	Branch Supervisor and Public Service Clerk hours for program planning and delivery at various Village and Regional Branches.

The Summer Student positions are also well positioned to help the Library achieve Goal Three of the Library Strategic Plan, "Innovate access to service" by purposefully innovating "programs and services to enhance access, drive engagement and improve members' experiences." Continued support from the Summer Student positions will be needed to continue to enhance Summer Reading programming across all fourteen branches of the Oxford County Library.

Conclusion

Increased hours for various part-time positions will allow for expanding of program planning and delivery throughout the Library's locations; while also providing after-hours rental availability within communities that host Village and Regional branches.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Revenue: After hours branch space rental	\$-	\$2,400	\$2,400
Total revenues	-	2,400	2,400
Salaries and benefits			
Total salaries and benefits	-	40,206	40,206
Library Levy	\$-	\$37,806	\$37,806

2025 CAPITAL PLAN BUDGET
LIBRARY

	2024	2025						OTHER
DESCRIPTION	FORECAST	CAPITAL BUDGET	TAXATION	RESERVES	DC	GRANTS	DEBT	SOURCES
GENERAL CAPITAL								
COLLECTION MATERIAL	209,000	257,800	-	257,800	-	-	-	-
TOTAL GENERAL CAPITAL	209,000	257,800	-	257,800	-	-	-	-
FLEET AND EQUIPMENT								
FLEET	-	-	-	-	-	-	-	-
FURNISHINGS	10,000	9,000	-	9,000	-	-	-	-
EQUIPMENT	-	-	-	-	-	-	-	-
COMPUTER EQUIPMENT	10,000	23,000	2,000	21,000	-	-	-	-
TOTAL FLEET AND EQUIPMENT	20,000	32,000	2,000	30,000	-	-	-	-
BUILDINGS								
BUILDINGS								
6002 FACILITIES								
916040 OCL ING	181,000	15,100	-	15,100	-	-	-	-
916060 NORWICH LIBRARY	-	15,000	-	15,000	-	-	-	-
916090 PLATTSVILLE LIBRARY	4,500	-	-	-	-	-	-	-
916110 THAMESFORD LIBRARY	91,000	12,000	-	7,200	-	-	-	4,800
916140 TILLSONBURG LIBRARY	42,000	-	-	-	-	-	-	-
TOTAL BUILDINGS	318,500	42,100	-	37,300	-	-	-	4,800
TOTAL CAPITAL	547,500	331,900	2,000	325,100	-	-	-	4,800

RESERVE CONTINUITY REPORT 2025 BUDGET

	2024 OPENING BALANCE	2024 FORECAST INTEREST	2024 FORECAST TO	2024 FORECAST FROM	2024 RESERVE REALIGN	2024 FORECAST BALANCE	2025 BUDGET INTEREST	2025 BUDGET TO	2025 BUDGET FROM	2025 BUDGET BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
DEVELOPMENT CHARGES - LIBRARY	523,001	26,700	452,560	(304,252)	-	698,009	28,600	982,974	(240,552)	1,469,031	-	-
92141 R - GROWTH LIBRARY	-	-	-	-	-	-	-	150,000	(131,625)	18,375	-	-
92600 R - LIBRARIES	651,790	-	80,684	(236,260)	-	496,214	-	-	(100,000)	396,214	287,000	(109,214)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - OCL - FACILITIES	685,139	36,862	355,520	(529,500)	-	548,021	24,066	418,000	(340,100)	649,987	3,299,000	2,649,013
GRAND TOTAL	1,900,396	63,562	888,764	(1,070,012)	-	1,782,710	52,666	1,550,974	(812,277)	2,574,073	3,586,000	2,539,799

LONG TERM RESERVE CONTINUITY REPORT 2025 BUDGET

	2024 OPENING BALANCE	2024 FORECAST CLOSING BALANCE	2025 BUDGET CLOSING BALANCE	2026 BUDGET CLOSING BALANCE	2027 BUDGET CLOSING BALANCE	2028 BUDGET CLOSING BALANCE	2029 BUDGET CLOSING BALANCE
DEVELOPMENT CHARGES - LIBRARY	523,001	698,009	1,469,031	2,284,921	3,154,918	4,051,586	5,036,616
92141 R - GROWTH LIBRARY	-	-	18,375	33,003	43,771	50,563	53,259
92600 R - LIBRARIES	651,790	496,214	396,214	396,214	396,214	396,214	396,214
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - OCL - FACILITIES	685,139	548,021	649,987	763,461	765,315	867,741	780,702
GRAND TOTAL	1,900,396	1,782,710	2,574,073	3,518,065	4,400,684	5,406,570	6,307,257

REPORT TO LIBRARY BOARD

CEO Chief Librarian Performance Appraisal - 2024

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That pursuant to the CEO Chief Librarian Performance Appraisal Policy 2018-06, the following Board Members be appointed to undertake the CEO Chief Librarian's 2024 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 in accordance with the CEO Chief Librarian Performance Appraisal Policy.

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.

2024-2028 LIBRARY STRATEGIC PLAN

Oxford County Library Board approved the [2024-2028 Library Strategic Plan](#) on February 20, 2024. The Plan outlines three key goals to advance the Library's vision to "Connect, discover, share, become." These goals are: (1) *Sustain service excellence*, (2) *Grow engagement and member relationships*, and (3) *Innovate access to service*.

The recommendation in this report supports the following strategic goals.

Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>		

See: [Oxford County Library 2024-2028 Strategic Plan](#)

DISCUSSION

Background

The CEO Chief Librarian 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 Chief Librarian 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 Business Plan and Budget.

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 in identifying goals and objectives to be evaluated.

SIGNATURES

Report author

Original signed by

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

Departmental approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 – CEO Chief Librarian Performance Appraisal Policy
Attachment 2 – Performance Management Policy 5.8
Attachment 3 – 2024 Oxford County Library Goals and Objectives



**OXFORD COUNTY LIBRARY BOARD
POLICY MANUAL - GOVERNANCE**

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

CEO/CHIEF LIBRARIAN PERFORMANCE APPRIASAL POLICY

BACKGROUND

The CEO/Chief Librarian Performance Appraisal is a written evaluation of the CEO/Chief Librarian'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/Chief Librarian 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/Chief Librarian, success in meeting objectives and objective analysis of performance.

PURPOSE

This Policy outlines the responsibilities of the Library Board in the process of Performance Appraisal for the CEO/Chief Librarian.

PROCEDURES

1. The Library 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 along with a Performance Appraisal Committee acting on behalf of the Board.


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. 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.
3. Upon completion of the CEO/ Chief Librarian's annual performance appraisal, the Director of Corporate Services for the County of Oxford and the CEO/Chief Librarian will then submit a brief verbal report to the Board outlining the outcome of the process and a written report to the Board recommending library objectives and actions as well as developmental and career objectives for the CEO/Chief Librarian for the upcoming year.


**OXFORD COUNTY LIBRARY BOARD
POLICY MANUAL - GOVERNANCE**

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

4. Following the evaluation, the CEO/Chief Librarian will be informed of the performance rating.
 - a. If job expectations are met, the CEO/Chief Librarian will receive a salary grid increase unless the top of the salary grid has previously been achieved.
 - b. If the CEO/Chief Librarian's performance falls below the expected level, the Board shall inform the CEO/Chief Librarian. The Board shall specify how the performance has been judged to be unsatisfactory and advise the CEO/Chief Librarian 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/Chief Librarian is still unable to improve their 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	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	

REPORT TO LIBRARY BOARD

2024 Board Evaluation

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board receives Report 2024-46 to initiate the 2024 Board evaluation process and set the Board Evaluation Form submission due date of no later than _____, 2024.

REPORT HIGHLIGHTS

- This report sets out the method and timing for the 2024 annual Board Evaluation.

IMPLEMENTATION POINTS

Board members will be provided a deadline to complete the Board Evaluation Form. The CEO/Chief Librarian, in their role as Secretary, will receive all completed forms, tabulate the responses and provide the Board with a final Evaluation Report at a subsequent meeting.

Financial Impact

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

Communications

Key findings from the evaluation will be provided to the Board at the next meeting after the evaluation deadline. This report will be available publicly as part of the agenda package for said meeting.

2024-2028 LIBRARY STRATEGIC PLAN

Oxford County Library Board approved the [2024-2028 Library Strategic Plan](#) on February 20, 2024. The Plan outlines three key goals to advance the Library's vision to "Connect, discover, share, become." These goals are: (1) *Sustain service excellence*, (2) *Grow engagement and member relationships*, and (3) *Innovate access to service*.

The recommendation in this report supports the following strategic goals.

Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>		

See: [Oxford County Library 2024-2028 Strategic Plan](#)

DISCUSSION

Background

At the January 16, 2024 meeting the Library Board conducted its first evaluation since the adoption of the Annual Board Evaluation policy in 2022.

At that time, staff created a Board Evaluation Form adapted from the Board Self-Evaluation Questionnaire created by the Non-Profit Sector Leadership Program at Dalhousie University.

At the September 17, 2024 Board meeting the Library Board reviewed and adopted a revised version of the Annual Board Evaluation policy. A copy of that policy has been provided to the Board as Attachment 1.

In the September meeting, some suggested edits to the evaluation form were received. Staff have prepared the 2024 evaluation form with those edits.

Comments

Library staff have prepared the 2024 Board Evaluation form for completion by individual Board Members. Each member should fill out the form and return pages one and two to the CEO/Chief Librarian by the deadline determined by the Board. Subsequent pages of the evaluation form are provided for self-evaluation of individual members for personal reflection.

The CEO/Chief Librarian will report key findings to the Board at the next meeting date after the evaluation deadline.

CONCLUSIONS

The Annual Board Evaluation Policy ensures the Board monitors its effectiveness in fulfilling its role of providing good governance for Oxford County Library and assists in identifying areas for improvement.

SIGNATURES

Departmental approval:

Original Signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 Annual Board Evaluation Policy 2024
Attachment 2 Board Evaluation Form 2024



**OXFORD COUNTY LIBRARY BOARD
POLICY MANUAL**

Board Motion Number:	2024-41	Date of Review:	September 17, 2024
Date Approved:	March 21, 2022	Chairperson's signature:	

ANNUAL BOARD EVALUATION

BACKGROUND

As the Library Board is accountable to Oxford County Council and to the residence of Oxford County, the Library Board shall demonstrate its accountability through the annual Business and Budget Plan.

The Library's Strategic Plan outlines the goals and objectives approved by the Library Board. This plan creates further accountability for the strategic goals and objects the Board has highlighted for achievement during their term.

Evaluation is the process by which the board determines if the organization is achieving what it should. It is an essential task of governing. Unless the board can assess its own skills, it will not have the credibility to judge the skills and performance of others.

PURPOSE

Oxford County Library Board is committed to continuously improving its performance, as well as the overall governance of the Oxford County Library.

To achieve this goal, the Board will evaluate itself, through a Board Self-Evaluation process.

The Board will monitor its own effectiveness in fulfilling its major responsibilities and achieving strategic goals through this self-evaluation process. The process will identify key areas for board improvement and requisite follow-up action or further training.

PROCEDURES

1. Under the leadership of the Board Chair, the Board will conduct a self-evaluation annually in conjunction with the CEO/Chief Librarian Performance Review.
2. The Board may request senior management (through the CEO/Chief Librarian) and/or an external party to act as a resource in making this self-evaluation.
3. The annual evaluation will focus on the Board's responsibilities with particular emphasis on those areas outlined in Board Duties and Responsibilities policy.
4. Areas of focus for the evaluation will include both what was accomplished in the previous year and what the Board plans for the upcoming year.
5. The CEO/Chief Librarian will work with the Board Chair to distribute a report to the Board prior to the next meeting outlining the results of this assessment.



**OXFORD COUNTY LIBRARY BOARD
POLICY MANUAL**

Board Motion Number:	2024-41	Date of Review:	September 17, 2024
Date Approved:	March 21, 2022	Chairperson's signature:	

References and Related Documents:

Oxford County Library

Oxford County Library. (2024, February). Library Strategic Plan (2024-2028).

<https://www.oxfordcounty.ca/en/library/resources/Your-OCL/OCL-Strat-Plan-FINAL20240415-AC.pdf>

Oxford County Library. Annual Business and Budget Plan.

Legislation

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



Oxford County Library Board Self-Evaluation Form

*Rating Scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree
Please use 0 if you are unable to assess due to insufficient data or feel the item is not applicable.*

Section A: How well has the Board done its job?

Statement	Rating					
	5	4	3	2	1	0
Oxford County Library Board operates with a strategic plan and a set of measurable goals and priorities						
The Board's regular meeting agenda items reflect our priorities and plans						
The Board has created or reviewed in this period policies as part of the regular review cycle.						
The Board collaborates with the Library CEO/Chief Librarian to set goals and revise policies when appropriate.						
The Board has ensured that the Library's accomplishments and challenges have been communicated to key stakeholders.						
The Board has understood and respected that our role is in governance and not operations.						
Comments / Suggestions:						

Section B: How well has the Board conducted itself?

Statement	Rating					
	5	4	3	2	1	0
Board members are aware of what is expected of them.						
The agenda of board meetings is well planned to address all necessary board business.						
Board members come to meetings prepared.						
Written reports are provided at least 72 hours in advance of board meetings as laid out in the Oxford County Procedural By-Law.						
All members of the Board are provided the opportunity to participate in discussions.						
The Board does a good job encouraging and dealing with different points of view.						
All members of the Board support decisions made.						
Comments / Suggestions:						

Section C: How well have I done my job as a member of the Board?

(This section is for your own personal reflection and does not need to be shared with the Board as a whole)

Statement	Rating					
	5	4	3	2	1	0
I rarely miss a scheduled board meeting.						
I am prepared for all meetings.						
I read all documents and reports prior to voting on issues.						
I respect and support all Board decisions even if I do not agree with those decisions.						
I use my individual abilities and skills to enhance the Board's overall performance.						
I understand that I have an obligation to act in the best interests of the library at all time.						
I freely offer my opinions during any deliberations.						
I welcome and consider the opinions and perspectives of others.						
I do not attempt to exert individual authority and/or influence over the CEO or staff.						
I respect the confidential nature of items discussed closed session.						
I feel comfortable with my understanding of the Public Libraries Act .						

I support the Board chair in promoting effective meetings.						
I have a clear understanding of my role.						
I am careful to focus on only board issues and leave the running of the library to the CEO / Chief Librarian.						
I can provide feedback in discussion in a constructive manner.						
I am a strong advocate for the best possible library system in Oxford County.						
I am committed to the library's new mission and vision.						
I support the library in a variety of ways (e.g., attend events, etc.)						
I understand the library's financial reporting and budgeting.						
I am aware of the programs, services and events of our communities' libraries.						
Comments / Suggestions:						

REPORT TO LIBRARY BOARD

County Policies Update

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board approves the formal adoption of County Policies as listed in Report 2024-47 “County Policies Update” as governing the operation of Oxford County Library services and staff.

REPORT HIGHLIGHTS

- A number of County policies have been revised or newly implemented in 2024.
- Formal adoption of said policies fulfills requirements of the *Public Libraries Act*, R.S.O. 1990, c. P.44, the *Employment Standards Act*, S.O. 2000, c. 41 and ensures compliance with the *Ontario Public Libraries Guidelines*.

IMPLEMENTATION POINTS

Upon formal adoption of all new and/or revised Oxford County policies, the Library will be in compliance with all provincial laws and with the Ontario Public Library Guidelines requirements for Provincial Re-Accreditation.

Financial Impact

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

Communications

Library Leadership has recently reviewed these updates with staff at the September 2024 Staff Development Day.

2024-2028 LIBRARY STRATEGIC PLAN

Oxford County Library Board approved the [2024-2028 Library Strategic Plan](#) on February 20, 2024. The Plan outlines three key goals to advance the Library's vision to "Connect, discover, share, become." These goals are: (1) *Sustain service excellence*, (2) *Grow engagement and member relationships*, and (3) *Innovate access to service*.

The recommendation in this report supports the following strategic goals.

Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>		

See: [Oxford County Library 2024-2028 Strategic Plan](#)

DISCUSSION

Background

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

The Library Board first formally adopted all Oxford County policies in 2015. The Board renewed formal adoption of all County Health and Safety policies in 2021 as part of Report 2021-11. A further update to all adopted Oxford County policies was adopted by the Board in 2022 as part of Report 2022-12. Since that time Library administrative staff have brought forward County policies as required. In 2024, a number of Health and Safety, Personnel and Finance policies were adopted by County Council.

Report 2024-47
CORPORATE SERVICES
Board Date: October 15, 2024

Comments

Oxford County General Policy manual includes policies under the following sections:

Organizational, Personnel, Finance, Health and Safety, Communication, General, Oxford County Administrative Building (OCAB), and Forms.

Below is a list of the policies passed by County Council that are of importance for Library services and staff, along with the respective policy section. All policies listed below are included as Attachment 1 to this report.

2024 County Policies

Policy Section	Policy Number	Policy Name
Personnel	5.06	Harassment and Discrimination in the Workplace
Personnel	5.42	Job Evaluation and Salary Administration
Personnel	5.46	Student Hires
Finance	6.02	Employee Expense Policy
Finance	6.07	Purchasing Policy
Health and Safety	7.01	Corporate Occupational Health and Safety Policy
Health and Safety	7.10	Workplace Violence Prevention Policy
Health and Safety	7.11	Workplace Emergency Planning and Response
Health and Safety	7.21	Contractor Health and Safety Program
Health and Safety	7.32	Community Outreach – Home Visit Safety

CONCLUSIONS

The adoption of the applicable Oxford County policies is a formality, given that library operations have already been traditionally governed by these policies. However, to fulfill its governance role under the *Public Libraries Act*, R.S.O. 1990 c. P. 44, the Library Board should formalize its acceptance and adoption of all policies included in Report 2024-47.

SIGNATURES


Departmental approval:

Original signed by

Lisa Marie Williams
CEO / Chief Librarian

ATTACHMENT

Attachment 1 Oxford County Policies

		<h1>GENERAL POLICY MANUAL</h1>	
SECTION:	Personnel	APPROVED BY:	County Council
NUMBER:	5.06	SIGNATURE:	Original signed by: Ben Addley, CAO
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REFERENCE POLICY:	7.10	REVISED:	February 24, 2023 February 4, 2022 January 1, 2021

Harassment and Discrimination in the Workplace

POLICY

Oxford County is committed to providing a work environment in which all workers are treated with respect and dignity. Workplace harassment will not be tolerated from any person in the workplace.

Harassment and discrimination are violations of the *Ontario Human Rights Code*; harassment is also a violation of the *Occupational Health and Safety Act*. This policy shall provide a framework for the County to meet its obligations under the *Human Rights Code* and the *Occupational Health and Safety Act*, as well as provide a process for responding to and resolving complaints. Any conduct considered to be discriminatory or harassing as defined in this policy will not be tolerated. This policy considers harassment from all sources, such as customers/clients, the employer, supervisors, employees and members of the public.


DEFINITIONS

<i>Bullying</i>	Behaviour which usually involves repeated incidents, or a pattern of behaviour, that is intended to intimidate, offend, degrade or humiliate a particular person or group of persons.
<i>Complainant</i>	A person who has alleged a violation of this policy.
<i>Respondent</i>	A person who has been alleged to have violated this policy.
<i>Discrimination</i>	Unfair or adverse treatment based on one or more of the prohibited grounds, as defined in the <i>Ontario Human Rights Code</i> . Examples include, but are not limited to, denial of a promotion, work assignment, career development or training.
<i>Workplace Harassment</i>	<p>a) Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome, or</p> <p>b) Workplace sexual harassment (see definition below).</p>

Examples include, but are not limited to, bullying, racial jokes, offensive communication via electronic mail or other electronic technologies, and/or display of derogatory or offensive pictures.

Harassment does not include:

- 1) Appropriate direction, evaluation and/or discipline by supervisory staff;

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- 2) Stress associated with the performance of legitimate job duties;
- 3) Consensual relationships.

Generally in order for behaviour to be considered harassment, there is usually some element of repetition or persistence although in some cases a single, serious incident may be sufficient.

*Workplace
Sexual
Harassment*

- a) Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- b) Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Examples include, but are not limited to, unwelcome remarks, jokes, slurs, innuendos or taunting about a person's body or sex, unwelcome sexual advances (verbal, written, physical), leering, whistling or other suggestive sounds, attainment and/or distribution of improper information of a sexual nature including, but not limited to, electronic mail or other electronic technologies.

*Poisoned Work
Environment*

Any conduct or comment which may not be directed at a specific individual but nevertheless generates a degrading or offensive work environment. It may be created by comments or conduct of any person regardless of his/her position or status.


Examples include, but are not limited to, displaying of sexually explicit pictures in a workplace, displaying offensive cartoons or signs, or telling insulting jokes.

*Prohibited
Grounds*

Refers to the characteristics of race, sex, colour, ancestry, place of origin, ethnic origin, marital status, sexual orientation, age, disability, citizenship, family status, record of offences, creed (religion), and gender identity or gender expression. The *Ontario Human Rights Code* prohibits harassment and/or discrimination on any one or more of these grounds.

Workplace

Includes all vehicles, facilities, work-sites and any other location where County employees conduct work related business. For the purposes of this

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policy, the workplace also includes harassment which occurs outside the workplace or hours of work but nevertheless has an impact on an individual's work environment; such as, on social media or at County and non-County sponsored social events.

*Workplace
Violence*

- a) The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker;
- b) An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker;
- c) A statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Workplace violence is prohibited and incidents shall be handled in accordance with the provisions and reporting obligations of Policy 7.10 - Workplace Violence Prevention.


RESPONSIBILITIES

1.0 Responsibilities of Employer

- 1.1 Provide a work environment in which all work related interactions are conducted with respect and dignity;
- 1.2 Ensure that this policy is accessible and available to all staff and the public through the County's website;
- 1.3 Post in the workplace, information regarding harassment and discrimination prevention;
- 1.4 Provide training to all staff so they are aware of their obligations in regards to harassment and discrimination and the resolution process;
- 1.5 Do not ignore or condone behaviour that is contrary to this policy;
- 1.6 Investigate and deal with all complaints or incidents of workplace harassment in a fair and timely manner even in the absence of a formal complaint;
- 1.7 Do not engage in behaviour that is contrary to this policy;
- 1.8 Ensure employees who have been subject to discrimination and/or harassment are made aware of the County's Employee and Family Assistance Program (EFAP), if appropriate;
- 1.9 Review this policy at least annually, as per the requirements of the Occupational Health and Safety Act.

2.0 Responsibilities of Supervisors

- 2.1 Provide a work environment in which all work related interactions are conducted with

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respect and dignity;

- 2.2 Do not ignore or condone behaviour that is contrary to this policy by discussing with Human Resources, and conducting an investigation appropriate to the situation;
- 2.3 Do not engage in behaviour that is contrary to this policy;
- 2.4 Manage workplace related conflicts/concerns toward a resolution between the parties, with a focus on correcting the behaviour and preserving positive relationships.

3.0 Responsibilities of Employees

- 3.1 Do not engage in any behaviour that is contrary to this policy;
- 3.2 Recognize and refrain from actions that intimidate, offend, embarrass or humiliate others, either deliberately or unintentionally;
- 3.3 Do not make allegations of improper behaviour that are frivolous or vindictive;
- 3.4 Make an effort to resolve workplace related conflicts/concerns, where possible;
- 3.5 Report acts of discrimination or harassment in a timely manner to an appropriate person such as the supervisor, Department Head or Director of Human Resources;
- 3.6 Cooperate in the investigation of discrimination and harassment complaints.

PROCEDURES

4.0 Timing

The complaint should be made as soon as possible after the harassment / discrimination occurred and in any event no later than one year after the last incident of harassment / discrimination, unless there are compelling reasons why it was not practicable to bring it forward sooner.


5.0 Resolution & Complaint Procedure

The goal of the County's Harassment & Discrimination in the Workplace Policy is to promote an environment in which all workplace interactions are conducted with respect and dignity while also providing procedures to resolve complaints internally.

Upon becoming aware of an incident or receiving a complaint of workplace harassment, the supervisor, Department Head or Director of Human Resources will ensure that an investigation appropriate in the circumstances will be conducted.

This does not preclude an employee's right to file a complaint at any time with the Human Rights Tribunal of Ontario in accordance with the *Human Rights Code* if a prohibited ground has been violated. Unionized employees may also file a grievance in accordance with their collective agreement.

5.1 Individual Action (Optional)

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- 5.1.1 Often individuals are not aware of the impact of their behaviour or actions and a simple discussion may resolve the issue. Individuals are encouraged to attempt to discuss their concerns with the respondent.
- 5.1.2 Failing resolution through individual action or if you are not comfortable approaching the respondent, the complainant should report the issue to an appropriate person such as the supervisor, Department Head, or Director of Human Resources.
- 5.1.3 Employees should keep a written record of any occurrences including:
 - When it started?
 - What happened (be specific)?
 - Were there any witnesses?
 - What was your response?
- 5.1.4 Maintain any documentation or materials that are relevant (e.g. letters, notes, offensive pictures etc.).


5.2 Mediation (Optional for internal conflicts only)

- 5.2.1 Mediation will only be conducted with the consent of both the complainant and respondent.
- 5.2.2 Mediation is a voluntary process whereby the complainant and respondent meet with a mediator to determine whether a complaint can be resolved in a mutually satisfactory manner.
- 5.2.3 In order for mediation to take place, both the respondent and the complainant must agree on the selection of a mediator (the mediator may be internal or external).
- 5.2.4 If the parties resolve the matter through mediation, the settlement shall be reduced in writing, signed by both parties. If the mediated settlement requires action on the part of the County it shall require the approval of the Director of Human Resources.


5.3 Formal Resolution

A formal written complaint may be submitted to the Department Head or the Director of Human Resources on the "Harassment & Discrimination Incident Report – Form 5.6A". The complaint shall include the complainant's contact information, the general nature of the complaint, the name of the respondent, the date and description of the incident(s) and the names of any witnesses, if applicable. Complaints shall be signed and dated and submitted no later than one year after the last incident of harassment/discrimination, unless there are compelling reasons why it was not practicable to bring it forward sooner.

In accordance with 5.0 of this policy, management will initiate the formal resolution process in the absence of a formal written complaint, if appropriate in the circumstance.

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- 5.3.1 Depending on the circumstances, the Director of Human Resources or designate shall appoint a sole investigator or investigation team. The investigator or the investigation team shall consist of one of the following:
- A member of Human Resources as the sole investigator.
 - Where there is a complainant and the complainant is a unionized employee, and the union wishes to participate in the investigation process, a co-investigator will be selected by the union which represents the complainant and appointed to the team by the Director of Human Resources.
 - An external investigator.
- 5.3.2 Where there is an allegation involving any member of the senior management team, the Chief Administrative Officer or designate shall engage an external investigator to conduct the investigation.
- 5.3.3 Upon receipt of the complaint and once the investigator(s) have been determined, the Director of Human Resources or designate will acknowledge the complaint in writing to both the complainant (if applicable) and the respondent as soon as practicable. The acknowledgment shall include: the names of the respondent and complainant (if applicable, the nature of the allegations, and a general overview of the investigative process.
- 5.3.4 A copy of this policy shall be provided to all investigators prior to commencing the investigation.
- 5.3.5 The investigation team shall meet prior to conducting any part of the investigation to review the complaint and to discuss the steps necessary to conduct the investigation and the expected time frame. The complainant (if applicable), the respondent, and any other persons who may be able to provide relevant information will be interviewed separately. The interviews shall be documented in writing and signed by the investigator(s) and interviewee to confirm the accuracy of the information recorded.
- 5.3.6 If the respondent is not an Oxford County employee, the investigator will make reasonable efforts to interview him or her.
- 5.3.7 Complainants and respondents are entitled to each have a support person attend meetings to support them if they desire. The role of the support person is not to

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5.3.7 speak or advocate on behalf of the individual.

- 5.3.8 All persons who are interviewed will be advised of the importance and responsibility of maintaining confidentiality in regards to the names of the parties, allegations and the investigation.
- 5.3.9 If fifteen (15) days have elapsed and the investigation is still ongoing, the Director of Human Resources will contact the parties involved to keep them informed of the progress of the investigation, recognizing that specific details of the investigation will remain confidential.
- 5.3.10 The investigation team or investigator, as the case may be, will determine if, on a balance of probabilities, the complaint is substantiated. Balance of probabilities means that, based on the evidence, it is more likely than not that the allegations took place. This may involve an assessment of the parties' credibility and/or information attained from the parties and witnesses.
- 5.3.11 The investigation team or investigator, as the case may be, shall prepare a written report summarizing the findings of the investigation. In the event the co-investigators do not agree on the findings, the report may reflect the differences in the findings.
- 5.3.12 The investigation team or investigator, as the case may be, shall strive to have the investigation completed within thirty (30) business days of the filing of the formal complaint and submit the same to the Director of Human Resources or designate. This time frame may be extended where circumstances warrant.
- 5.3.13 The Director of Human Resources or designate will provide the complainant (if applicable) and respondent with a written summary of the results of the investigation, following the receipt of the investigation report.
- 5.3.14 The results will be communicated in writing within ten (10) calendar days of the investigation being concluded.

6.0 Corrective Action and/or Disciplinary Action

- 6.1 Where there is a finding of discrimination and/or harassment, the County shall determine what corrective action and/or disciplinary action is to be taken. Such action may include, but is not limited to, counselling, education/training, suspension without pay, demotion, or termination of employment. A record of such action shall be placed in the respondent's personnel file.
- 6.2 The County will ensure that any corrective action taken will be communicated to the complainant and the respondent. The amount of information provided about the corrective action will depend on the circumstances, but must indicate what steps have been taken or will be taken to prevent a similar incident.
- 6.3 Where the complaint has not been substantiated, no reference of the incident will be placed in either the complainant or the respondent's personnel file.

7.0 Record Keeping

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Oxford County will keep records of all complaints and reported incidents of workplace harassment and/or discrimination including:

- A copy of the complaint or details about the incident;
- A record of the investigation including notes;
- Copy of witness statements, if taken;
- A copy of the investigation report, if any;
- A copy of the results of the investigation that were provided to the complainant and the respondent; and
- A copy of any corrective action taken to address the complaint or incident of workplace harassment and/or discrimination.

8.0 Confidentiality

The administration of this policy will be in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*. Confidentiality of information obtained during the investigation will be maintained to the extent possible, subject to the County's obligation to investigate the complaint and take appropriate corrective and/or disciplinary action, or is otherwise required by law.

9.0 Reprisals Prohibited

Reprisal or retaliation against a person who has filed a complaint, participated in an investigation, provided representation, advised an employee or provided witness information in good faith and in accordance with this policy is prohibited. Reprisal/retaliation may include, but is not limited to, unwarranted discipline, dismissal, suspension, intimidation, or coercion. An individual who has been found to have engaged in reprisal/retaliation may be subject to discipline up to and including dismissal.

10.0 False and Frivolous Complaints Prohibited


No individual shall file a complaint with malicious intent or in bad faith. The filing of such a complaint is regarded as a serious offence and will be subject to disciplinary action up to and including dismissal, in the case of an employee.

11.0 Interim Measure

In certain situations, such as where the safety of an individual may be at risk, it may be necessary to take immediate measures to address the circumstances. Such interim measures may include relocating the respondent or placing him/her on a non-disciplinary suspension with pay, pending the outcome of the investigation. The implementation of interim measures may mean that certain aspects of this policy, including confidentiality, will be set aside.

12.0 Criminal Proceedings

Where criminal proceedings are initiated against the respondent based on the allegations in

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a complaint of harassment or discrimination that fall within the scope of this policy, the County will conduct its own independent investigation, if possible, into the allegations and make its own determination in accordance with this policy.

13.0 Non-employee Related Complaints

Discriminatory, harassing and threatening behaviour by clients and the public will not be tolerated. Where it is determined that action shall be taken against an individual who is not an employee of Oxford County, the County will take such corrective action as is reasonable in the circumstances and permitted by law to ensure that the behaviour stops. County departments may refer to section 11.0 Service Restrictions & Limitations in Policy 7.10 – Workplace Violence Prevention for additional actions that may be taken where inappropriate behaviours or actions warrant mitigation.



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Non-Union Job Evaluation and Salary Administration

POLICY

This policy is established to outline the objectives of Oxford County's non-union job evaluation system, and to provide the process to be followed regarding the evaluation of newly created and significantly changed positions within the County; as well as to outline the County's non-union salary administration processes.

DEFINITIONS

- Appeal* The process through which incumbents can request a review of their job evaluation results within a specified time frame.

- Incumbent* An individual who holds an employment position with the County.

- Internal Equity* Refers to the pay relationships among non-union jobs internal to the organization, regardless of gender.

- Factor* Factors and sub-factors make up the job evaluation plan, and encompass skill, effort, responsibility, and working conditions. Positions are evaluated on the basis of these factors and sub-factors.

- Grade* The grade is determined by the total number of points a position receives through the evaluation. The position is placed within the County's non-union salary structure according to grade.

- Job Profile* A document consisting of the principal responsibilities, minimum qualifications and working conditions of a position, and is used as a basis for the preliminary rating of the position. It shall not be construed to be a detailed description of all requirements inherent to the position.

- Job Evaluation* The process of analyzing the content of a position based on a variety of factors necessary to fulfil the requirements of the position, and the rating of the position by use of a job evaluation plan to determine the relationship of the position to other positions covered under the job evaluation system.



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Job Evaluation Plan The document that contains the basic guide for analyzing and evaluating the content of a position, based on a variety of factors as previously defined.

Job Evaluation Questionnaire A document consisting of questions, used to gather the detailed information about a job and used as the primary source of information for the final rating of the position when an incumbent or applicable management appeals a job evaluation.

Job Rate The highest salary rate of a grade within the non-union salary grid.

Job Rating The selection of degree levels and definitions for each factor, which establishes a rating for a position in accordance with the job evaluation plan, which becomes the official rating for the position.

Pay Equity "Equal pay for work of equal value". The *Pay Equity Act* requires that jobs be evaluated and work mostly or traditionally done by women, be compared to work mostly or traditionally done by men.

Points Each factor within the job evaluation plan has points associated with the various degree levels. The total points of the evaluation determine which grade is assigned to a position.

Green-Circled A wage rate an employee receives that is in excess of the job rate that has been established for the position in accordance with the job evaluation system. An employee who is considered green circled is only eligible for any approved cost of living increases, until the salary range for their evaluated grade catches up to their salary, at which point the "green circle" is removed and the employee progresses as normal for any future grid increases.

Significantly Changed Position A position that experiences a change in duties and/or responsibilities that has the potential to impact one or more job evaluation ratings.

PROCEDURES

1.0 Objectives of the Non-Union Job Evaluation System

1.1 The evaluation of positions serves to:



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- 1.1.1 Group positions having relatively equal point values into the same grade;
- 1.1.2 Enable the assignment of positions into their proper salary grade; therefore, providing the basis from which to determine an equitable salary rate;
- 1.1.3 Meet requirements under the *Pay Equity Act*;
- 1.1.4 Maintain internal equity;
- 1.1.5 Provide a consistent approach to evaluate all non-union positions.

1.2 In the application of the Job Evaluation Plan, the following general rules shall apply:

- 1.2.1 It is the content of the position that is being evaluated, not the qualifications and/or capabilities of the individual doing the job or their performance in the job;
- 1.2.2 Workload is not a consideration when evaluating a position;
- 1.2.3 The rating of each position shall be relative to, and consistent with the ratings of all other positions within the non-union group;
- 1.2.4 Human Resources shall communicate the final rating and/or other decisions made to the incumbent(s) and applicable management. Subject to completion of the request for review procedure, noted herein, such decision shall be binding.

2.0 Newly Created Non-Union Position

2.1 When a new position is established at the County, the following procedure shall apply:

- 2.1.1 Following approval by the respective department Director, the department shall meet with Human Resources to draft a job profile. This will ensure that the information is complete, consistent with other County job profiles, and that Human Resources has all of the information required to complete the job evaluation and a fulsome understanding of the new profile. If the new position is in Human Resources, the draft job profile will be reviewed with the CAO.
- 2.1.2 Based on the job profile, a job evaluation rating shall be established and Human Resources will notify applicable management of the rating and corresponding salary range within three (3) weeks of the job profile being finalized.
- 2.1.3 At approximately the one (1) year mark of an incumbent working in the newly created position, Human Resources will confirm with the incumbent and applicable management that the job profile remains accurate. If updates to the job profile are necessary, refer to section 3.0.

3.0 Changes to a Non-Union Position Previously Evaluated



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3.1 In accordance with Policy 5.08 Performance Management, job profiles will be reviewed annually during the Performance Appraisal period. If during this process or through other means, the content of a position within the County is changed significantly enough to potentially impact one or more job evaluation ratings, the following re-evaluation procedure shall apply:

3.1.1 A revised job profile is submitted to Human Resources by the department. Human Resources shall meet with the department requesting the revision to ensure understanding of the proposed revisions to the job profile. Human Resources shall determine if the changes to the job content are significant enough to potentially impact one or more job evaluation ratings, and therefore, require a job re-evaluation.

If deemed necessary by Human Resources, in consultation with the CAO, an external consultant may be asked to provide an opinion on whether the changes to a job profile are significant enough to potentially impact one or more job evaluation ratings, and therefore require a job re-evaluation.

3.1.2 If it is determined that the changes to the job content are significant enough to potentially impact one or more job evaluation ratings and therefore require a job re-evaluation a re-evaluation based on the changes in the revised job profile shall be completed. At any time, Human Resources may need to meet with the incumbent and applicable management to more fully understand the changes to the position to accurately re-evaluate the position. Once complete, Human Resources will communicate the rating to the incumbent and applicable management. Salary adjustments, if any, will be applied in accordance with section 5.0 of this policy.

4.0 Appeal of Job Evaluation Final Rating

4.1 The incumbent(s) and/or supervisor may initiate a Request for Review via email of the final rating of the position within ten (10) calendar days of receipt of the rating from Human Resources as follows:

- 4.1.1 The incumbent and/or supervisor shall complete a Job Evaluation Questionnaire.
- 4.1.2 Human Resources shall refer the appeal to an external consultant for review.
- 4.1.3 Upon receipt of the consultant's results, the information will be communicated to the incumbent and the applicable management, by Human Resources. The



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results of the review by the job evaluation consultant shall be binding.

5.0 Application of the Job Evaluation Results on Salary

- 5.1 If the result of the evaluation is a lower evaluation and salary grade for a position, the incumbent(s), whose existing salary is higher than the newly established rating of the position, shall be identified as green-circled. If the incumbent leaves the position, the position is posted at the newly evaluated rate.
- 5.2 If the result of the evaluation is a higher evaluation and salary grade for a position, the incumbent(s) of such position shall be increased to the closest salary step in the new grade that provides a minimum 5% salary increase. The new rate shall become effective on the date the incumbent commenced the new or significantly changed position.

The CAO has the authority to determine an effective date, if the date the incumbent commenced the new or significantly changed position is unclear.

6.0 Salary Administration

- 6.1 All employees, at the time of hiring, may receive fair recognition for past experience when determining credited service for placement on the salary grid, and vacation entitlement. Where a department wishes to start a new employee higher than level three (3) on the salary grid and/or in excess of three (3) weeks' vacation, the hiring manager will present a rationale to the Department Director and the Director of Human Resources who shall approve or deny the request. Employees who are given recognition for past experience and start at a higher vacation entitlement will progress through future vacation entitlement increases as outlined in section 1.01 of the Non-Union Employee Manual.
- 6.2 On an annual basis (retroactive to the anniversary date outlined in their offer letter) and based on successful performance, employees will advance one step on the grid that corresponds to the salary grade for their position as determined through the job evaluation process, until they reach the maximum step of the grid. If a supervisor believes that an employee's performance warrants a delayed grid increase, they must consult with Human Resources. The grid increase may be delayed until such time that performance improves and expectations are successfully met. The delayed grid increase



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will be documented in a letter to the affected employee.


- 6.3 In exceptional circumstances grid increases may be approved to be effective on a date other than an employee’s anniversary date and/or approval may be granted to advance an employee more than one step on the grid that corresponds to their position. Exceptional circumstances could include, but are not limited to, issues related to employee retention and compensation equity/fairness in relation to existing staff and new hires/internal promotions.

In situations where the CAO feels an exceptional circumstance may exist with one of their direct reports, they shall consult with the Director of Human Resources, prior to making a decision. Where a Department Director feels an exceptional circumstance exists within their department, they shall outline the exceptional circumstance and corresponding salary/grid increase request to the CAO, who will consult with the Director of Human Resources, and approve or deny the request. In any case where an exceptional circumstance is approved, the salary adjustment will be documented to the employee and placed in their employee file.

- 6.4 In order to maintain salary competitiveness with comparator municipalities, the County will conduct a non-union compensation review every three to four (3-4) years. Implementation of any recommendations for adjustments to the non-union salary grid to maintain competitiveness will be subject to Council approval.

- 6.5 The County’s comparator group will be established with the commencement of each compensation review, having regard for:
- historical comparators
 - geography
 - recruitment and retention trends
 - size/scope of services
 - Broader public and private sectors where possible and relevant

- 6.6 The non-union salary grid will be reviewed and adjusted annually, subject to County Council approval, for cost of living increases with consideration given to:
- projected increases of the comparator municipalities used in the last compensation review,
 - negotiated union increases,
 - and any other published salary data that may be applicable.

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REFERENCE POLICY:	5.03, 5.11, 5.43	REVISED:	September 12, 2017 August 8, 2012

Student Hires

POLICY


The County of Oxford attempts to provide students with the opportunity for temporary paid employment in accordance with this policy.

DEFINITIONS


<i>Student/Co-Op</i>	An individual who is currently enrolled full-time in high school or a post-secondary institution. Students are required to be returning to their studies on a full-time basis after 4 or 8 months. Student practicums which occur at the end of a school program are exempt.
<i>Work Term</i>	The time period in which a student is temporarily employed (ex. during a school break or paid co-op).

PROCEDURE

- 1.0 When filling student work terms, preference will be given to students that are enrolled in a post-secondary program that relates to the position in order to provide them with meaningful employment and to provide value to the organization.
- 2.0 All students will attend a corporate orientation session facilitated by human resources. Supervisors will provide them with orientation to their department and the work they will be performing.
- 3.0 Supervisors will conduct a performance appraisal, using the student performance appraisal form, with all student employees prior to the completion of their work term. The purpose of this is to document suitability for future employment opportunities with the County of Oxford and to provide the student with written feedback on their performance.
- 4.0 Supervisors will use their discretion in granting time off to students employed for the work term, taking into consideration operational needs.

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- 5.0 Student and co-op wage rates are determined by the Senior Management Team each year prior to budget preparations and except where prescribed in a collective agreement.
- 6.0 Nepotism Policy 5.11 should be referred to when hiring students who are relatives of current employees.
- 7.0 The process for hiring paid student positions is completed in accordance with Policy 5.03 Recruitment.
- 8.0 For an unpaid student practicum, work placement or co-op position, refer to Policy 5.43 Volunteer and Student Placements.

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REFERENCE POLICY:	5.05	REVISED:	September 11, 2024


Employee Expense Policy

POLICY

The purpose of this policy is to set out guidelines for the provision of payment of authorized expenses incurred with respect to attending professional development opportunities or performing work on behalf of Oxford County.

DEFINITIONS

Professional development	defined as a course, conference, or training where the primary goal is increasing the knowledge and/or skills of attendee specific to their current role and responsibilities within the County of Oxford.
Educational course	defined as a course taken to enhance the knowledge and skills of the attendee in areas directly related to their present job or future career at Oxford County. This includes courses taken in the pursuit of a certificate, diploma or degree which are not requirements of the person's current position.
Employee	shall include individuals appointed and/or contracted for the employ of the County, Council members and persons appointed to committees.
Established rate per kilometre	shall be based on the "Automobile Deduction Limits and Expense Benefit Rates for Business" as published annually by the Department of Finance Canada. The rate represents the limit on the deduction of tax-exempt allowances paid by employers to employees using their personal vehicle for business purposes. The allowance amounts reflect the key cost components of owning and operating an automobile, such as depreciation, financing, insurance, maintenance and fuel costs.
Regular place of employment	defined as any location where an employee regularly reports for work or performs the duties of employment.

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Regular means there is some degree of frequency or repetition in the employee's reporting to that particular work location.

Approval Authority

For the purposes of this policy, the Approval Authority is the employee's division manager, or direct supervisor.

PROCEDURE

1.0 Legislated Authority

1.1 Section 283 of the Municipal Act, 2001 provides that "a municipality may pay any part of the remuneration and expenses of the members of any local board of the municipality and of the officers and employees of the local board". Further, "a municipality may only pay the expenses of the members of its council or of a local board of the municipality and of the officers and employees of the municipality or local board if the expenses are of those persons in their capacity as members, officers or employees and if, (a) the expenses are actually incurred".

2.0 Authorization


2.1 Attendance at professional development opportunities will be restricted to provisions approved in the annual operating budget.

2.2 Attendance of employees at professional development opportunities must be pre-approved by Director or Manager in advance of arrangements being made.

2.3 A Director or Manager may consider a cost-sharing arrangement with an employee who wishes to attend a conference or training event and where attendance is considered to be of mutual benefit. Such arrangements may serve to spread the budget out so that more personnel can benefit.

3.0 Responsibilities

3.1 Expense claims are required to be submitted using the County's electronic expense claim module for expenses pertaining to travel, meals and mileage with detailed invoices / receipts attached by the Employee or designate.

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3.2 The Approval Authority for the employee is responsible to review and approve to ensure the expenses claimed are in compliance with this Policy.

4.0 Eligible expenses

4.1 Registration fees of the employee(s) attending a professional development opportunity are eligible for reimbursement. Refer to Policy No. 5.05 Tuition Reimbursement for reimbursement eligibility for Educational courses as defined herein.

4.2 Registration fees should be paid directly by the County where practical. Only incidental and travel expense should be reimbursed by the employee expense claim process in 6.0.

4.3 Use of a personal credit card for County purchases shall be limited to business-related travel, meals and accommodations, where pre-payment by the department's credit card is not an option.

4.4 It is understood where an active contract and/or collective agreement is in place that addresses items contained within this policy that the terms of the collective agreement will be followed.

4.5 Travel expenses


4.5.1 Travel should be by the most economical means (car, train, air etc.), including rental vehicles.

4.5.2 When renting a vehicle, a mid-size or smaller model or its equivalent is required.

4.5.2.1 Any exceptions must be:

4.5.2.1.1 documented and approved prior to the rental if possible;
and

4.5.2.1.2 guided by the principle that the rental vehicle is the most economical and practical size, taking into account the business purpose, number of occupants and safety (including weather) considerations.

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4.5.2.1.3 Luxury and sports vehicles are prohibited.

4.5.2.1.4 To avoid higher gasoline charges, rental vehicles are to be refuelled before returning.

4.5.3 Personal vehicle use is reimbursed by the established rate per kilometre on Expense Claim Form 6.02A when:

4.5.3.1 travel by car is the most practical and economical means to reach the location. Mileage claims in excess of 250 km (one way) shall give prior consideration that travel by personal vehicle is the most practical and economical method of travel;

4.5.3.2 two or more employees travel together and only one claims;

4.5.3.3 where other means of travel is inconvenient;


4.5.3.4 mileage claim includes the date of travel, purpose of the trip, starting point, destination, and total mileage;

4.5.3.5 mileage will be based on the actual distance travelled for authorized business travel (net of the travel distance between the employee's home and the regular place of employment), for start of day or end of day business travel;

4.5.3.6 mileage will be based on actual distance travelled for authorized business travel during the business day, from the employee's regular place of employment and return to the regular place of employment;

4.5.3.7 the accuracy and appropriateness of the mileage claimed has been approved by the Approval Authority.


4.5.4 Expenses related to parking fees while attending a professional development event or while performing work outside of Oxford County will be reimbursed.

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- 4.5.5 Any fines incurred related to parking or driving violations are the sole responsibility of the employee driving the vehicle.
- 4.5.6 Where an employee chooses not to travel by the most economical means, reimbursement will be limited to the cost of the most economical method of transportation.
- 4.5.7 Employees are entitled to use the County shared vehicle by following the Fleet Pool Reservation Guidelines, subject to availability and inclusion on the approved driver's list maintained by Human Resources.

4.6 Meals

- 4.6.1 Employees attending professional development or required to work outside the County who are unable to follow their normal routine for the provision of meals during the workday will be reimbursed as follows:
 - 4.6.1.1 Eligible reimbursement for meals up to \$75 per day (including taxes and reasonable gratuities), except as follows:
 - 4.6.1.1.1 Employees attending a conference where meals are included in the registration fee are only eligible to claim for meals not included in the registration fees paid. If meals are included, the eligible reimbursement will be reduced by the following amounts: \$15.00/breakfast; \$25.00/lunch; and \$35.00/dinner.
 - 4.6.1.2 Where a meal expense is higher than the amounts noted above, the actual cost of the meal may be reimbursed to the extent it is reasonable and fiscally responsible.
 - 4.6.1.3 Reimbursement of expenses must not include any alcoholic beverages.
 - 4.6.1.4 Reimbursement will only be provided for meals accompanied by a detailed receipt from the establishment.

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4.6.1.5 When more than one employee is attending the same event, all attendees must, where possible, individually submit a separate expense claim form for meal reimbursement.

4.7 Accommodation expenses


- 4.7.1 Accommodation for a single room on site or within reasonable distance is eligible for reimbursement. The number of nights is dependent on the location, travel arrangements, agenda (start / end times), distance to be travelled, and number of days the event/work is scheduled.
- 4.7.2 An overnight stay in association with a one-day meeting or business event out-of-town is dependent on the scheduled start and end times of the meeting and/or that the distance required to be travelled exceeds 150 kms (one way).
- 4.7.3 The County of Oxford name should appear on the accommodation registrations and any available government or corporate rates should be requested at time of booking.
- 4.7.4 Additional room charges for meals and parking are eligible for reimbursement up to the amounts stated in sections 4.5 and 4.6. Charges for internet (WIFI) connection are eligible for reimbursement. The employee is responsible for all other charges made to the room.

5.0 Other

- 5.1 Expenses related to Educational courses taken which are not required as a condition of the employee's current role and responsibilities are subject to the provisions of Policy No. 5.05 -Tuition Reimbursement.

6.0 Expense Claims

- 6.1 To claim for eligible expenses an expense claim must be completed with detailed receipts attached. Credit card and interac transaction slips must be accompanied by a detailed receipt from the establishment to identify the tax amount.
- 6.2 Expense Claims must be submitted within three (3) months of when the expense was

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incurred.

7.0 Expenses Reimbursed By a Third Party

7.1 In the event that the employee is compensated directly by a third party, the employee shall forward any compensation and reimbursed expenses received to the Employer.

8.0 Foreign Exchange

8.1 Where conferences or other events are attended out of the country, foreign exchange will be paid on actual costs and converted at the exchange rate prevailing at the time the costs were incurred.

9.0 Advances

9.1 The Treasurer or designate is authorized to advance money to staff authorized to attend conferences, seminars and events. Such requests will be submitted at least two (2) weeks prior to the event.

10.0 References and Related Statements of Policy and Procedure

Tuition Reimbursement Policy No. 5.05



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Purchasing Policy

POLICY

1.0 Purpose of the Purchasing Policy

- 1.1 To set out guidelines for the County to ensure that all purchases of goods and services provide the best value including, where appropriate, lifecycle costs consistent with the required quality and service.
- 1.2 To promote and maintain an open, transparent and accountable purchasing process by providing clear direction and accountabilities.
- 1.3 To specify the roles and responsibilities of individuals, departments and divisions throughout the procurement process.
- 1.4 To encourage competition and ensure that vendors are treated consistently and fairly during the entire procurement process.
- 1.5 To support a procurement process that is efficient and responds to the County's business needs in a timely manner.
- 1.6 To encourage best practices for environmental sustainability, social acceptability and in keeping with government policy and initiatives through a competitive and transparent bidding process where value is sought by including environmental, economic and social impact criteria as part of the bid evaluation process. The County's commitments are demonstrated in the 100% Renewable Energy Plan, the Zero Waste Plan, and the Zero Poverty Plan, which are available at <https://www.oxfordcounty.ca/en/your-government/reports-and-publications.aspx>.

DEFINITIONS

2.0 Definitions

“Approval Authority” means the authority to approve and award procurements, including any changes to such procurements or contracts within purchasing limits.



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“Best Value” shall mean the consideration of purchase price, warranty, service costs, life cycle costs, time of completion/delivery, inventory carrying costs, operating and disposal costs to determine the lowest compliant bid from a responsive, responsible bidder.

“Bid” shall mean a submission from a prospective bidder in response to a request for the purchase of goods or services issued by the County.

“Bidder” shall mean a person, corporation or other entity that responds, or intends to respond to a procurement.

“Bid Deposit” shall mean a financial guarantee in a form satisfactory to the County to ensure the successful Bidder will enter into an agreement.

“Bidding System” shall mean the online web-based solution for issuing procurements and/or receiving online submission and posting bid results. Herein also known as Electronic Bidding.

“Blanket Order” shall mean the agreement wherein a vendor will sell certain items or provide certain services to the County for an agreed period of time with established terms and conditions.

“CAO” shall mean the Chief Administrative Officer appointed by County Council to exercise general control and management of the affairs of the County.

“Change order” shall mean extra work, additional work, change in work as part of the intended scope of the contract that results in a change to the original contract value.

“Conflict of Interest” shall mean a situation in which the personal or business interest of an elected official, officer, employee or agent of the County who is involved in the process of procuring goods or services comes into conflict, or appears to come into conflict, with the interests of the County.

“Consultant” shall mean to work or serve in an advisory and/or technical capacity; a person or company that possesses unique qualifications which allow them to perform specialized advisory and technical services.

“Contract” shall mean a formal or deliberate written agreement between the County and another party for the purchase of goods, services, equipment or construction pursuant to this Policy. Herein also known as the Agreement.



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“**Council**” shall mean the Council of the County of Oxford. Herein also referred to as County Council.

“**County of Oxford**” herein is also referred to as the County, or Oxford County.

“**Director**” shall mean a head of a department operating within Oxford County.

“**Evaluation Criteria**” shall mean a benchmark or standard against which accomplishment, performance and suitability of an individual, vendor, alternative, activity, product or plan is measured to select the best vendor through a competitive process. Criteria may be qualitative or quantitative in nature.

“**Emergency Purchase**” shall mean a purchase made in a crisis situation where immediate action is required to prevent the possible loss of life or property or significant financial loss or environmental impacts or significant impact to service levels.

“**Energy Retailer**” shall mean a company that contracts the supply of natural gas or electricity to consumers and is not a local utility.

“**Finance**” shall mean a division of Corporate Services.

“**Formal Bid**” shall mean a formal sealed response received as a part of a competitive bid.

“**Formal Request for Quotation**” shall mean a document that sets out particular requirements for goods and/or services.

“**Generic**” shall mean that no specific brand or name shall be included as part of the specifications unless such a brand or name is required to identify the intent of a purchase, order or proposal.

“**Goods**” shall mean moveable property including raw materials, products, equipment and other physical objects of every kind and description whether in solid, liquid, gaseous or electronic form.

“**In-House Bid**” shall mean a Bid that is prepared by an internal County department and is submitted in response to a County competitive procurement process and in competition with external vendors, subject to Section 6.1.4 of this Policy.

“**Informal Request for Quotation**” shall mean a type of procurement for goods or services that is conveyed and received from bidders in a written format by email, mail or fax.



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“Insurance Documents” means official original documents issued by an insurance company acceptable to the County and, preferably, licensed to operate by the Government of Canada or the Province of Ontario certifying that the Bidder is insured in accordance with the County’s insurance requirements as contained in the bid document.

“Labour and Material Bond” shall mean a bond issued by a surety company licensed to operate in the Province of Ontario, to ensure that the contractor will fulfill its obligations to its employees, subcontractors and suppliers and thereby protects the County.

“Lifecycle Cost” shall mean an assessment of the complete cost of an item including initial engineering, design, and construction costs as well as ongoing operational and maintenance costs over the lifespan of the item.

“Lowest Compliant Bidder” shall mean the Bidder who meets the specifications, terms and conditions and provides the required documentation and bid securities outlined in the RFT or Quotation document at the lowest price.

“Performance Bond” shall mean a bond issued by a surety company licensed to operate in the Province of Ontario, executed in connection with a contract and which secures the performance and fulfillment of the undertakings, covenants, terms, conditions and agreements contained in the contracts.

“Procurement” shall mean any and all forms of the purchase of goods and/or services by the County, including but not limited to requests for tenders, requests for quotations, requests for proposal, requests for information, requests for pre-qualification or expression of interest.

“Project Scope” is defined as the statement of work to be undertaken including specifications, objectives and deliverables the project is expected to achieve, as identified in the approved budget, original procurement document and/or the contract award.

“Purchase Order” shall mean the document that is the County’s commitment to the vendor for the value of the goods or services ordered.

“Purchasing Designate” shall mean a person designated by the CAO or Director to exercise any or all responsibilities of the CAO or Director with respect to this Policy within authorized Approval Authority limits.

“Request for Proposal (RFP)” – shall mean an advertised formal bid where a need is identified, but the method by which it will be achieved is unknown at the outset. This process



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allows vendors to propose solutions or methods to arrive at a desired result and each proposal is evaluated based on defined criteria.

“**Request for Tender (RFT)**” shall mean a document, which sets out particular specifications for the commodity or service required. This can also refer to an offer in writing to execute some specified work or to provide some specified articles at a specified rate.

“**Request for Quotation (RFQ)**” shall mean a document, which requests prices on specific goods and/or services as specified within the document.

“**Roster List**” shall mean a list of vendors that have pre-qualified to participate in specific procurements anticipated to be required on a regular basis.

“**Sealed Bids**” shall mean a formal sealed/secure response received as a part of a procurement.

“**Senior Management Team**” shall mean the CAO, and Directors of the County of Oxford.

“**Services**” shall mean intangible products that do not have a physical presence. Such as, without limitation, telephone, gas, water, hydro, janitorial and cleaning services, consultant services, legal surveys, medical and related services, leases for grounds, buildings, office or other space required by the County and the rental, repair or maintenance of equipment, machinery, or other personal and real property.

“**Scope Change**” shall mean any substantial expansion or extension of a contract beyond the scope of work identified in the approved budget, original procurement document and/or the contract award.

“**Treasurer**” shall mean a person with chief responsibility for corporate finances at the County.

“**Vendor**” shall mean any person or enterprise providing goods or services to the County. Herein also referred to as Supplier.

PROCEDURES

3.0 Legislative Authority



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3.1 The *Municipal Act, 2001, Part VI, Section 270*, as amended, states that a municipality and a local board shall adopt policies with respect to its procurement of goods and services. It is deemed appropriate that these policies include provisions with respect to:

- a) the types of procurement processes that shall be used;
- b) the goals to be achieved by using each type of procurement process;
- c) the circumstances under which each type of procurement process shall be used;
- d) the circumstances under which a tendering process is not required;
- e) how the integrity of each procurement process will be maintained;
- f) how the interests of the municipality or local board, as the case may be, the public and persons participating in a procurement process will be protected;
- g) how and when the procurement process will be reviewed to evaluate its effectiveness.

4.0 Purchasing Responsibilities

4.1 General Responsibilities

- 4.1.1 Procurement activities shall be subject to all applicable County policies and by-laws; any specific provisions of the *Municipal Act*; all other applicable Federal and Provincial legislation, and applicable trade agreements such as: the Canada Free Trade Agreement (CFTA); and the Comprehensive Economic and Trade Agreement (CETA).
- 4.1.2 Failure to adhere to the requirements outlined in this Policy may lead to disciplinary action in accordance with County Policy 5.09 – Progressive Discipline or the applicable collective agreement.
- 4.1.3 The CAO or Director may request exemption from any or all of the purchasing mechanisms outlined in this Policy by submission of a report requesting the same to Council. Such exemption may be granted by resolution. This does not apply to the exclusions that are identified in Section 17 of this Policy.
- 4.1.4 All purchases must be accompanied by detailed invoices or receipts showing details of the purchase and the applicable taxes.
- 4.1.5 Prior to initiating a procurement process, the Purchasing Designate shall consult with County Departments that manage assets for any goods and/or services that affect those assets to ensure the procurement complies with all County policies



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related to that asset.

4.2 Council

- 4.2.1 County Council has ultimate authority for all expenditures. Council delegates this authority by the authorization of budgets or by specific resolution. Finance cannot pay for any item that has not been authorized by Council except where permitted under the provisions of this Policy or Delegation Policy 6.14.
- 4.2.2 Council may delegate further approval authority as it considers necessary from time to time, including but not limited to, any extended time periods during which Council does not meet.

4.3 CAO and Director

- 4.3.1 Responsible for ensuring all procurement activities, within their respective departments are performed in accordance with this Policy.
- 4.3.2 Responsible for approval of accounts within the approved budget for each division, or any amendment to same as approved by Council. All unspecified capital expenditures shall follow the approval process outlined in Section 5.9 of this Policy.
- 4.3.3 Resolutions approving budget amendments, capital expenditures or special appropriations shall contain the purpose of expenditure, cost estimates or expenditure limitation, and the proposed funding source. All staff reports recommending such resolutions shall contain the Director and the CAO's endorsement.
- 4.3.4 The CAO or Director may appoint a Purchasing Designate to exercise any or all responsibilities assigned to their position by this Policy. Any changes to the Purchasing Designate, or changes to purchasing limits, will require prior written notice to Finance (Purchase Authorization Form).

4.4 Purchasing Designate

- 4.4.1 Exercise any or all responsibilities delegated to their position in accordance this Policy.



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4.4.2 During scheduled absences, a Purchasing Designate may delegate signing authority to their authorized alternate approver and provide notice to Finance accordingly.

4.5 Corporate Services

- 4.5.1 Responsible for administration and compliance monitoring of this Policy.
- 4.5.2 Provide procurement advice on purchasing goods and/or services in compliance with this Policy.
- 4.5.3 Develop and maintain purchasing procedures and templates for use as guidelines and for information on purchasing goods and/or services in compliance with this Policy.
- 4.5.4 Process invoices and issue payments for authorized purchases that adhere to this Policy.
- 4.5.5 Maintain the list of approved delegated purchasing authorities.

4.6 Prohibitions

- 4.6.1 No Contract or purchase shall be divided to avoid any requirements of this Policy.
- 4.6.2 At no time should any County employee use a personal credit card to purchase goods and/or services except for costs related to travel, accommodation and incidentals at conferences or training attended on behalf of the County, when preapproved by their respective Purchasing Designate, in accordance with County Policy 6.02 – Employee Expense Policy.
- 4.6.3 As a result of the County’s procurement from vendors and in accordance with County Policy 5.02 Employee Code of Conduct and Policy 9.17 Council Code of Conduct, the acceptance of gifts, benefits, money, discounts, favours or other assistance by any member of Council, employees of the County, or their families is prohibited.
- 4.6.4 The purchase of goods and/or services by the County from any member of Council or employee of the County, their family members or from any other source, which would result in a conflict of interest shall be disclosed in accordance with *Municipal Conflict of Interest Act, R.S.O. 1990, c M.50*; County



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Policy 9.17 Council Code of Conduct and/or Policy 5.02 Employee Code of Conduct.

5.0 Approval Authority

- 5.1 Any person delegated approval authority pursuant to this Policy shall ensure that an approved budget (or approved budget amendment) exists for the proposed procurement.
- 5.2 All invoices and accounts from vendors shall be authorized prior to payment, as follows:
 - 5.2.1 For expenditures of \$10,000 or greater a purchase order must be completed, however purchase orders are still recommended for expenditures below \$10,000. A purchase order is not required if the goods and/or services are listed in Section 17 Exclusions of this Policy.
 - 5.2.2 The authorized signature of the CAO, Director or Purchasing Designate, denoting clerical accuracy, budgetary or specific resolution approval and indication that goods and/or services were received in good order must be in place where a purchase order does not exist.
 - 5.2.3 Where a purchase order exists, staff acknowledgement is required to indicate that the goods and/or services were received in good order. This authorization may either be handwritten or electronic.
- 5.3 Between the last regular meeting of Council in any year and the adoption of the budget for the next year, the Treasurer is authorized to pay the accounts of any ordinary business transactions of the County that are required to maintain services. This shall include the payment of accounts or previously approved capital items and projects.
- 5.4 After the approval of the budget, the Treasurer is authorized to pay the accounts approved by the CAO or Director or the appropriate Purchasing Designate.
- 5.5 The approval authority is set out below for each procurement process and value:



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Procurement Process	Procurement Dollar Value	Approval Authority
Competitive Procurement		
Low Dollar Value Procurements	Less than \$25,000	Director/CAO and/or Purchasing Designate
Informal Request for Quotations (RFQ) ¹	Less than \$50,000	Director/CAO and/or Purchasing Designate
Formal RFQ or Request for Proposals (RFP)	Less than \$100,000	Director/CAO and/or Purchasing Designate
RFP or Request for Tenders (RFT)	Less than \$1,000,000	Director/CAO and/or Purchasing Designate OR Council ² (<i>if applicable</i>)
	\$1,000,000 or greater	Council
Non-Competitive Procurement		
Purchase by Negotiation	Less than \$100,000	Director/CAO
	\$100,000 or greater	Council
Emergency Purchases	N/A	Director/CAO and/or Purchasing Designate
Single or Sole Source	Less than \$120,000	Director/CAO
	\$120,000 or greater	Council

¹ Quotes must be retained in accordance with the County's Records Retention By-law 4957-2008 (Policy 6.18).

² Council approval is required if a) the contract is not being awarded to the lowest compliant bidder in an RFT or Quotation or the highest ranking Proponent in an RFP; or b) Senior level of government requires Council approval; or c) the project is expected to be financed by debenture; or d) there has been a scope change to the project not approved within the budget.



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5.6 The approval authority for contract awards and for cumulative change orders that exceed the project budget shall follow the approval process outlined below:

Description	Value	Approval Authority
Contract Award Value	Less than or equal to 10% over project budget and within approval authority limits	Purchasing Designate, and/or Director
Cumulative Change Orders	Less than or equal to 10% of contract value and within approval authority limits	
Contract Award Value	Greater than 10% over budget ³	Purchasing Designate, Director and/or CAO
Cumulative Change Orders	Greater than 10% of contract value ³	

For contract award or cumulative change order values equal to or greater than 10% of the budget, the department shall prepare a memo to request authorization for a transfer of funds identifying the account(s) and the background information for the request. The memo must be signed off by Finance staff confirming that funds are available within the same funding source. All transfers must be approved by the Director, CAO and the Treasurer. If funds are not available from the same funding source, Council approval is required.

5.7 Where a contract contains an option for renewal, the contract renewal term may be executed by the approval authority if the Supplier performance is satisfactory and the extension is in the County's best interests.

5.8 When the criteria listed in Section 5 of this Policy have been met, the necessary agreements shall be executed in accordance with County Policy 6.14 - Delegation of Powers and Duties.

5.9 The approval authority for unspecified capital or one-time funding projects that do not have prior budget approval shall follow the approval process outlined below:

³ CAO will determine whether a report to Council is required on the transfer of funds memo request



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Description	Value	Approval Authority
Unspecified Capital or One Time Funding Projects	Less than \$5,000	Purchasing Designate, and/or Director
	\$5,000 - \$25,000	CAO and Treasurer
	Greater than \$25,000	Council

The Purchasing Designate shall prepare a memo to request authorization for any unspecified capital greater than \$5,000 to \$25,000. All unspecified capital projects must be reviewed by Finance and approved by the Director, CAO and the Treasurer. The memo shall include the details of the purchase and the source of funding.

6.0 Purchasing Mechanisms

6.1 General

- 6.1.1 Purchase of goods and/or services of like nature among County departments should be combined through a centralized procurement in order to benefit from greater purchasing power and scalable cost pricing efficiencies, wherever possible.
- 6.1.2 In estimating the value of a procurement for the purpose of determining the purchasing mechanism, the County will consider the entire duration of the procurement, including options and renewal periods, whether awarded to one or more vendors, in Canadian dollars excluding taxes.
- 6.1.3 Primary selection criteria will be based on price or life cycle cost prior to any special provisions or additions/deletions calculated into the bid price, providing that all specification requirements are met. Such specifications are to be generic or "as equivalent". All factors influencing the purchasing decision are to be included in the specifications.
- 6.1.4 The County will not consider in-house bids for goods and/or services that compete with external parties during any procurement process. A decision on in-house delivery will be made prior to entering the procurement process.



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6.1.5 The County shall not grant a preference to local vendors contrary to the *Discriminatory Business Practices Act, R.S.O. 1990, c. D.12.*

6.1.6 Bids for capital works or equipment replacement in a Council election year may be requested prior to the adoption of the capital budget, provided the document includes a clause specifically stating that the acceptance of a bid is subject to budget approval by Council and the items specified are subject to change in scope, quantities and/or deletion.

6.1.7 Purchasing mechanisms required for the purchase of goods and/or services are set out in Section 6, 7 and 8, with the exception of those listed in Section 17 Exclusions. Approval authority for all mechanisms is as outlined in Section 5 Approval Authority of this Policy.

6.2 Cooperative Purchasing

6.2.1 The County may participate in cooperative purchasing arrangements with other municipalities or government agencies including Provincial and Federal vendor agreements and/or Group Purchasing Organizations (GPO). The County may take advantage of these cooperative opportunities if they are deemed to be in the best interest of the County and the method of procurement used is a competitive method similar to those described in this Policy.

6.2.2 The policies of the government agencies or public authorities issuing the cooperative procurement are to be the accepted policy for that particular procurement.

6.2.3 Notice of participation in buying groups and information regarding these cooperative purchasing initiatives will be posted on the County's Electronic Bidding website.

6.2.4 The County will issue its own purchase order or contract to the successful vendor for the cooperative purchasing arrangement.

6.3 Low-Dollar Value Procurement

6.3.1 The Purchasing Designate shall be authorized to make purchases of goods and/or services up to an amount of \$25,000 from such vendors and upon such terms and conditions as deemed appropriate.



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6.3.2 Vendor selection may be made not solely on the basis of cost, but also on ability, quality or workmanship, service, availability, overall performance and experience.

6.4 Informal Request for Quotation

6.4.1 For procurement of goods and/or services with estimated expenditures exceeding \$25,000 and less than \$50,000 from such vendor and upon such terms and conditions as the Director or Purchasing Designate deems appropriate, subject to first obtaining at least three (3) written quotations whenever possible.

6.4.2 Quotations and specifications (as applicable) can be issued and received by email, hard copy and/or fax transmission.

6.5 Formal Request for Quotation

6.5.1 For procurement of goods and/or services with estimated expenditures exceeding \$50,000 and less than \$100,000. May be used for procurement of goods or services less than \$50,000, where appropriate.

6.5.2 Quotation terms and conditions, and requested vendors, are determined at the discretion of the Purchasing Designate.

6.5.3 The procurement process must follow Section 9, Formal Bid Submissions of this Policy.

6.5.4 Award selection shall be made on the basis of the lowest compliant Bid that meets all terms, conditions and specifications.

6.6 Request for Tender

6.6.1 For procurement of goods and/or services with estimated expenditures exceeding \$100,000.

6.6.2 The County's Request for Tender template shall be used to prepare the procurement document.

6.6.3 The procurement process must follow Section 9, Formal Bid Submissions of this Policy.

6.6.4 Award selection shall be made on the basis of the lowest compliant Bid that meets all terms, conditions and specifications.



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6.7 Request for Proposal

- 6.7.1 A Request for Proposal may be used in place of a tender or quotation when the technical specifications cannot be fully defined or specified, or when alternate methods are being sought to perform a certain function or service.
- 6.7.2 The County's Request for Proposal template shall be used to prepare the procurement document. The RFP template will identify a list of suggested evaluation criteria for assistance in formulating an evaluation method for use in the RFP. This may include but not be limited to factors such as qualifications and experience, strategy, approach, methodology, scheduling and past performance, facilities, equipment and aspects that would support environmental procurement. Cost will be included as a factor, as best value includes but is not limited to quality and cost.
- 6.7.3 The evaluation criteria should incorporate the County's commitment to sustainability including economic, community and environmental factors as value considerations in the bid evaluation process, wherever possible.
- 6.7.4 The RFP document must clearly outline mandatory, rated, and other criteria that will be used to evaluate submissions, including weighting of each criterion.
- 6.7.5 Mandatory criteria (i.e. technical standards) should be kept to a minimum to ensure that no bid is unnecessarily disqualified. The RFP document must state that submissions that do not meet the mandatory criteria will be disqualified.
- 6.7.6 The evaluation criteria and process shall be approved by the Director prior to the issuance of the Request for Proposal.
- 6.7.7 The RFP evaluation process requires an evaluation team be formed with a minimum of three (3) evaluators to review all compliant proposals against the established criteria, reach consensus on the final rating results, and ensure that the final rating results and supporting documents are retained in the procurement file, in accordance with the County Policy 6.18 – Records Management.
- 6.7.8 Evaluation team members participating in a RFP evaluation, must disclose any perceived, possible or actual conflicts of interest, in accordance with Policy 5.02 Employee Code of Conduct.



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6.7.9 For Requests for Proposals, award selection is based on the highest ranked compliant Bid following the evaluation of proposals.

6.8 Pre-Qualification of Vendors

6.8.1 A request for pre-qualification or expression of interest document may be issued to pre-qualify vendors for projects prior to the issuance of a request for tender or proposal.

6.8.2 The purpose of the pre-qualification is to ensure that each vendor proposing to perform work for the County can demonstrate their ability to provide the necessary expertise and resources to complete the work required.

6.8.3 Projects that could be considered for pre-qualification include, but are not limited to the following:

- a) Projects with a large cash flow (i.e. greater than \$1.5 million);
- b) Construction projects that require specific expertise or equipment; or
- c) Consulting projects that require specific expertise.

6.8.4 Selection of pre-qualified vendors will be based on the evaluation criteria disclosed within the document. An evaluation team shall review all compliant submissions against the established criteria.

6.8.5 Evaluation team members participating in a RFPQ evaluation, must disclose any perceived, possible or actual conflicts of interest, in accordance with Policy 5.02 Employee Code of Conduct.

6.8.6 As a result of pre-qualification, the County will only allow those who are pre-qualified to participate in the bidding process for the scope of work and/or services as specified in the procurement document.

6.9 Roster List

6.9.1 The County may elect to maintain a list of pre-qualified vendors on a roster list when it is in the County's best interest to do so. The roster shall define the type of services included as part of the process.

6.9.2 Roster lists shall be valid for a maximum term of three (3) years after which a procurement shall be issued to establish a new roster. The term of roster must be



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stated at the time the procurement is issued and that further notices will be published.

- 6.9.3 The procurement document shall identify how the projects will be awarded to the rostered vendors.
- 6.9.4 Purchasing Designates are required to determine if a roster list is available for any goods or services they require prior to making a purchase.

6.10 Blanket Order

- 6.10.1 The Director or Purchasing Designate may establish a Blanket Order for frequently used goods or services based on the estimated annual expenditure using the applicable purchasing mechanism within this Policy. The purchasing mechanism will establish the source and price with the selected vendor for the duration of the contract term.
- 6.10.2 Blanket Orders shall be issued annually for the duration of the contract term with all ordering departments responsible for maintaining purchases within budget allocations.
- 6.10.3 Blanket orders may be coordinated and issued for all County departments as applicable. Purchasing Designates are required to determine if a blanket order is available for any goods or services they require prior to making a purchase.

7.0 Non-Competitive Purchases (Emergency, Sole Source, Single Source)

7.1 Emergency Purchases

- 7.1.1 The Purchasing Designate shall be authorized to make emergency purchases in excess of \$25,000 upon the approval of a Director. The Director shall advise the CAO by memo. The memo shall include the details of the emergency purchase and the source of funding. The CAO will determine whether a report to Council is required.
- 7.1.2 Emergencies include, without limitation:
 - a) the welfare and protection of persons, property or the environment; or
 - b) an imminent or actual danger to the life, health or safety of an official or an employee while acting on the County's behalf; or



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- c) an imminent or actual danger of damage to or destruction of real or personal property belonging to the County; or
- d) an unexpected interruption of an essential public service; or
- e) an emergency as defined by the *Emergency Management and Civil Protection Act, R.S.O. 1990*, Chapter E.9 and the emergency plan formulated there under by the County; or
- f) a spill or pollutant as described by Part X of the *Environmental Protection Act, R.S.O. 1990*, Chapter E.19 and, 12.2.6 mandate of a non-compliance order.

7.2 Sole Source

7.2.1 The procurement may be conducted using a Sole Source process if the goods and/or services are available from only one supplier by reason of:

- a) statutory or market based monopoly;
- b) competition is precluded due to the application of any Act or legislation or because of the existence of patent rights, copyrights, licence, technical secrets or controls of raw material; or
- c) the complete item, service, or system is unique to one supplier and no alternative or substitute exists.

7.2.2 Where a sole source procurement has received approval, subsequent purchases with the supplier for these goods and/or services can proceed subject to approved budget allocations.

7.3 Single Source

7.3.1 Single Source means that there is more than one source of supply in the open market, but only one source is recommended due to predetermined and approved specifications.

7.3.2 The procurement may be conducted using a Single Source process if the goods and/or services are available from more than one source, but there are valid and sufficient reasons for selecting one supplier in particular, being any of the following:

- a) An attempt to acquire the required goods and/or services by soliciting competitive bids has been made in good faith, but has failed to identify more than one willing and compliant supplier;



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- b) The confidential nature of the requirement is such that it would not be in the public interest to solicit competitive bids;
- c) There is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract (i.e. contract extension or renewal);
- d) The required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise or experience;
- e) The goods are purchased under circumstances which are exceptionally advantageous to the County, such as in the case of a bankruptcy or receivership.

8.0 Purchase by Negotiation

8.1 A Director or Purchasing Designate may purchase by negotiation when one or more of the following conditions apply:

- 8.1.1 When market conditions and in the judgement of the CAO and the Director, the supplies are in short supply.
- 8.1.2 When two or more bids deemed identical have been received, the Director or Purchasing Designate may negotiate with the two lowest bidders, keeping all negotiations fair and ethical.
- 8.1.3 When the lowest bid meeting specifications exceeds the estimated costs and it is not viable or in the best interest of the County to reissue the competitive bid process.
- 8.1.4 Single or sole source purchase. Non-competitive procurements that are subject to the trade agreements shall be reported including a brief description of the project, the successful bidder's name, the approved award amount, the date of award and the circumstances for the use of limited tendering.

9.0 Formal Bid Submissions

9.1 General

- 9.1.1 The Bidding System shall be used for formal procurements. Submissions will be electronically sealed by the Bidding System until the closing date and time.



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9.1.2 Registration with the Bidding System is required in order to download documents and bid on a project.

9.1.3 The following conditions apply to all formal bid submissions:

- a) Bids must be submitted and received in the manner as specified within the procurement document.
- b) Attempts to submit a bid after the specified closing time will be directed to an 'expired' page. Only complete, on time submissions are accepted.
- c) A bidder may withdraw a submitted bid at any time up to the official closing time. Withdrawal must be made through the Bidding System with verified login of submitter or approved contact.
- d) A bidder who has already submitted a bid may submit a further bid at any time up to the official closing time. The last bid received will supersede and invalidate all bids previously received by that bidder.
- e) The disclosure of information received in response to a procurement shall be treated in accordance with the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, as amended*. If a department receives a request for disclosure with respect to the procurement process or the executed contract, this request shall be referred to the County's Legislative Services Coordinator.

9.1.4 Bids will be rejected for any of the following reasons:

- a) Bid does not comply with the requirements at time of closing as specified in the bid document.
- b) Bids which are incomplete, conditional or obscure, or which contain additions not called for, erasures, alterations or irregularities of any kind.
- c) Bid does not meet specification requirements.

9.1.5 The County may, in its absolute sole discretion, reject a bid submitted if the bidder, or any officer or Director of the bidder is, intends to be or has been engaged, either directly or indirectly through another corporation or personally, in a legal action against the County, its elected or appointed officers and employees and it is expected that the litigation is likely to affect the bidder's ability to work with the County, its consultants and representatives, and whether the County's



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experience with the bidder indicates the County is likely to incur increased staff and legal costs in the administration of the contract if it is awarded to the bidder.

- 9.1.6 As formal procurements are awarded, they will be posted on the Bidding System and shall include a brief description of the project, project number, the successful bidder's name and the approved award amount (tender and quotations only).
- 9.1.7 Bid documents shall outline the bid dispute resolution process. Vendors involved in a procurement process with the County identifying a dispute, are required to state the nature of the dispute in writing, giving full details and history of the events leading to the dispute claim, addressed to the Purchasing Designate.
- 9.1.8 Payments to any contractor, holdbacks and their release shall be in full compliance with the provisions of the *Construction Act R.S.O. 1990, c. C.30* and County procedures.

9.2 Advertising

9.2.1 All formal procurements estimated to **exceed \$100,000** shall be publicly posted on the Bidding System unless the procurement is completed by negotiation or a prequalification process has already been completed and is subject to prequalified vendors. Procurements less than \$100,000 may be publicly posted on the Bidding System as deemed appropriate by the Director or Purchasing Designate.

9.3 Bid Closing and Opening

- 9.3.1 The County receives bid submissions for formal procurements directly into the County's electronic bidding system. The submissions will be electronically sealed by the Bidding System until the closing date and time.
- 9.3.2 All formal procurements will be opened on the specified date and time identified within the document and bidding system.

9.4 Bid Deposit

- 9.4.1 A bid bond shall be required to accompany bid submissions for the following circumstances:
 - a) All bids for municipal construction projects in excess of \$250,000.



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b) Special contracts or scope of work and project values less than \$250,000 as deemed appropriate by a Director.

9.4.2 The bid bond shall be set to a minimum of 5% of the estimated value of the work and the amount shall be identified within the procurement document.

9.4.3 All bid bonds are required in the form of a digital bond.

9.5 Bonding Requirements

9.5.1 Performance Bonds and Labour and Material Bonds are required for all construction projects exceeding \$250,000 for a minimum of 50% of the contract price for each bond. The cost for bonding is to be included in the bid submission price.

9.5.2 Performance Bonds are required for all service contracts exceeding \$250,000 for a minimum of 50% of the contract price. The cost for bonding is to be included in the bid submission price.

9.5.3 For estimated expenditures less than \$250,000, the Director shall determine if bonding is required and identify the bonding requirements within the procurement document.

9.5.4 All bonds are required in the form of a digital bond.

9.6 Contracts

9.6.1 A draft agreement should be included with the procurement documents, where possible.

9.6.2 If an alternative procurement strategy has been used, a written agreement must be signed prior to the commencement of services.

9.6.3 Contract clauses including, but not limited to, confidentiality, limitation of liability, indemnification, insurance, default, cancellation and termination must form part of the agreement.

9.6.4 The term of the agreement and any options to extend must be set out in the procurement document.

9.6.5 A contract term shall generally not exceed five years, notwithstanding, contracts of greater than five (5) years and less than ten (ten) years, for services requiring



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significant capital costs during implementation or contracts for specialized services with significant administrative resources required to transition to a new service provider, such as recycling and waste collection services or information technology services etc. Contract terms greater than five (5) years must be approved by the Director and CAO prior to issuing the procurement document. The department shall prepare a memo to request authorization for a longer contract term detailing the rationale for the request. The CAO will determine whether a report to Council is required.

- 9.6.6 To manage disputes throughout the life of the contract, a dispute resolution process should be included in the contract, consistent with the requirements within the *Construction Act R.S.O. 1990 or Arbitration Act, 1991*, as applicable.
- 9.6.7 Each department shall be responsible for managing the contracts arising from a procurement process to ensure all deliverables are properly received, payments are appropriately made, all timelines are met, and any option years to the contract are appropriately exercised.

9.7 Vendor Evaluation

- 9.7.1 Vendor evaluations may be undertaken on any procurement including single or sole source purchases, emergency purchases.
- 9.7.2 Documented poor performance may be used to determine the eligibility of a vendor to continue to provide goods and/or services to the County on a current contract or to remain a qualified vendor to participate in future procurements.

10.0 Unsolicited Proposals

- 10.1 The County shall not ordinarily consider unsolicited proposals. However, if there is a legitimate need for the goods and/or services offered within the unsolicited proposal, then the County may commence a procurement process in accordance with this Policy.
- 10.2 Where a procurement is undertaken for the goods or services, the vendor who submitted the unsolicited proposal shall not be precluded from participating in the procurement process.

11.0 Insurance Requirements



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- 11.1 The successful bidder, contractor or consultant shall, at its sole expense, obtain and keep in force, insurance satisfactory to the County and issued by an insurance company licensed to conduct business in the Province of Ontario.
- 11.2 The bid document and the resulting contract with the successful bidder shall clearly identify the County's insurance requirements and the liability limits.
- 11.3 The Director or Purchasing Designate will be responsible to obtain the necessary Insurance Documents and ensure they are filed with the County's Legislative Services Coordinator.
- 11.4 The insurance policies and coverages will be required as stated in the bid document and may include but are not limited to the following:
- 11.4.1 Commercial General Liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage. The policy should include the following clauses:
- a) the County of Oxford (and any other affiliated parties) as additional insured with respect to liability arising in the course of, or in connection with, work performed under the Contract;
 - b) cross-liability and severability of interest clause;
 - c) non-owned auto coverage (only applicable if consultants are using personal vehicles to perform duties under contract);
 - d) contractual liability (both oral and written); and
 - e) thirty (30) day written notice of cancellation, termination or material change.
- 11.4.2 Auto Liability
- 11.4.3 Professional Liability and Errors & Omissions (E&O) insurance – applicable when purchasing specialized services such as consulting and professional advice. The policy shall be renewed for three (3) years after project completion. In specific cases, the County may consider alternative insurance requests based on a risk management assessment by the Director of the particular department;
- 11.4.4 Environmental Impairment – depending on the nature of the work being performed (producing, processing, transporting, storing or otherwise handling potential contaminants), this coverage may be warranted and the form and



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amount of coverage shall be determined on a project by project basis by the Director;

- 11.4.5 Asbestos Abatement – when this issue is applicable, specific wording should be obtained from the County’s insurance broker except in the case of emergency;
- 11.4.6 Builder’s Risk – the form and amount of coverage shall be determined on a project by project basis by the Director but not any less than the anticipated cost of the project; and
- 11.4.7 Homeowners insurance - only applicable for rental of County facilities to individuals.
- 11.5 Before commencement of a project, the successful bidder, contractor or consultant must furnish the County with a valid certificate of insurance (as well as renewal replacement certificates as may be necessary throughout the project) that references the project and confirms that the applicable requirements are in force for the entire contract period from commencement until twelve (12) months following substantial completion of the project. The certificate of insurance shall be provided to the County in the manner prescribed in the Contract documents.
- 11.6 The contractor shall provide proof that their liability policy contains no exclusions for Explosion, Collapse or Underground Hazards coverages, as applicable, where the contracted work requires:
 - 11.6.1 the removal or weakening of support of any property, building or land whether such support be natural or otherwise;
 - 11.6.2 the use of explosives for blasting; or
 - 11.6.3 vibration from pile driving or caisson work.
- 11.7 The County reserves the right to request such higher limits of insurance or other types of policies appropriate to the agreement as the County may reasonably require from time to time.
- 11.8 The bid document shall contain a reciprocal indemnification clause to ensure that neither party is liable for one another’s negligence.



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12.0 WSIB Clearance Certificates

- 12.1 Clearance certificates from the Workplace Safety & Insurance Board (WSIB) must be obtained for all contractors before work begins to verify that they are registered with WSIB and have an account in good standing if applicable (some exemptions apply). Renewals shall be received when the duration of the work exceeds beyond the expiry date of the clearance certificate – see also County Policy 7.21 - Contractor Health & Safety Program. Independent operators shall provide a letter from WSIB confirming their status as an independent operator.

13.0 Accessibility

- 13.1 In accordance with the *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11*, the County shall have regard for the accessibility for persons with disabilities in respect to supplies and services purchased by the County.
- 13.2 In accordance with section 6 of Ontario Regulation 429/07, Accessible Standards for Customer Service, the contractor is responsible to ensure that all of its employees, volunteers and others which the contractor is responsible are adequately trained as per County Policy 9.03 - Accessibility Standards for Customer Service.
- 13.3 The following statements shall be included in all requests for proposals and tender documents:
- 13.3.1 Prior to the commencement of any services provided in relation to this procurement, the proponent shall furnish evidence of compliance with the requirements of Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service, under the *Accessibility for Ontarians with Disabilities Act, 2005*.
- 13.3.2 Pursuant to Section 6 of the Regulation, the proponent shall ensure that all of its employees, agents, volunteers, or others for whom it is at law responsible, receive training about the provision of the supplies and services contemplated herein to persons with disabilities. Such training shall be provided in accordance with Section 6 of the Regulation and shall include, without limitation, a review of the purpose of the Act and the requirements of the Regulation, as well as instruction regarding all matters set out in Section 6 of the Regulation.



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13.3.3 The vendor shall submit to the County upon request, as required from time to time, documentation describing its customer service training policies, practices and procedures, and a summary of the contents of training, together with a record of the dates on which training was provided and the individuals to whom training was provided.

13.3.4 Under the Accessibility for Ontarians with Disabilities Act (AODA), the County is obligated to:

“(5) Except where meeting the requirement is not practicable, this section applies, to websites and web content, including web-based applications, that an organization controls directly or through a contractual relationship that allows for modification of the product; and to web content published on a website after January 1, 2012.”

All digital documents and final deliverables provided to the County by the Vendor/Consultant/Proponent and subcontractors must be provided in accessible format which must meet WCAG 2.0 Level AA requirements in accordance with the AODA.

13.3.5 For further details, go to www.AccessON.ca.

14.0 County Credit Cards

14.1 Employees with a need for a County Credit Card, will be approved by their Director and the Treasurer. The Treasurer will determine the monthly spending limit for each employee based on their expected level of procurement.

14.2 A County credit card will be issued after the employee has read, signed and submitted the Credit Card Acknowledgement Agreement, which sets out in writing the employee’s responsibilities and restrictions regarding the use of the County credit card.

14.3 Any use of a County credit card shall be in accordance with this Policy and all other applicable County by-laws and policies.

14.4 A purchase order should not be completed if payment is made using a County credit card.

15.0 Disposal of Surplus Assets



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15.1 In accordance with County Policy 6.04 Accounting Treatment for Capital Assets, the department responsible for the asset shall inform the Finance division of the asset affected and the date to be removed.

15.2 The method of disposal for surplus assets not required by the County include, but are limited to sale, trade-in, auction or scrap.

16.0 Retention Policy

16.1 All documents for successful bidders shall be retained in accordance with the County of Oxford's Records Retention By-law 4957-2008 (Policy 6.18 Records Management).

16.2 All pertinent information, for reporting and auditing purposes should be retained. Some examples of records include approvals, procurement documents, addenda, award letters, notices, evaluation forms, agreements, and supplier performance.

17.0 Exclusions

17.1 The goods and/or services listed below are not subject to the competitive procurement requirements in this Policy, including, but not limited to:

- a) Registration, accommodation and tuition fees for conferences, conventions, courses and seminars
- b) Travelling expenses
- c) Magazines, books and periodicals
- d) Membership fees, dues and subscriptions
- e) Payroll deduction remittances
- f) Insurance program
- g) Insurance claims, legal settlements and grievance settlements
- h) Medical exams
- i) Licences (for example, vehicle, elevators, radios)
- j) Ongoing maintenance and annual license fees to maintain functionality of existing computer hardware and software
- k) Purchase of replacement parts where the original equipment manufacturer (OEM) is the sole provider of that equipment
- l) financial services respecting the management of financial assets and liabilities (i.e. treasury operations), including ancillary advisory and information services, whether or not delivered by a financial institution or credit rating agency



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- m) Debt payments
- n) Purchase of investments
- o) Subsidies, grants and loan
- p) Utility charges purchased directly from a utility provider (a competitive process must be used to purchase from an Energy Retailer)
- q) Advertising services required in radio, television, newspaper or magazines
- r) Professional services such as medical professionals, temporary staffing agencies, interpreter fees and transcription fees for POA, mediators and arbitrators. Legal and realty services are exempt from this Policy, subject to roster lists being in place for these services
- s) Acquisition, Lease or Sale/Disposal of Real Property or development of County supported and/or funded housing projects including affordable housing projects are not subject to this Policy. Existing County policies; Policy 6.15 Disposal of Land and Policy 9.07 Housing First Policy are in place to guide these processes
- t) Public/guest speakers, individuals or ensembles that offer creative content for presentation to others
- u) Government agencies, regulatory bodies, licensing agencies, public authorities and not-for-profit organizations accountable to the Ontario government and municipalities to which the County is required to remit to or pay a fee
- v) Providers of community services (as part of County-approved programs and projects), unless required by a senior level of government

18.0 Review of Procurement Policy and Procedures

- 18.1 This Policy shall be reviewed at least once every five (5) years.
- 18.2 The Senior Management Team and Corporate Services may randomly review departmental purchasing related files on an on-going basis to review the effectiveness and integrity of the processes and policy adherence.

19.0 References and Related Statements of Policy and Procedure

- Employee Code of Conduct Policy No. 5.02
- Progressive Discipline Policy No. 5.09
- Employee Expense Policy No. 6.02
- Accounting Treatment for Capital Assets Policy No. 6.04
- Delegation of Powers and Duties Policy No. 6.14
- Disposal of Land Policy No. 6.15



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Records Management Policy 6.18 (Records Retention By-law 4957-2008)

Contractor Health & Safety Program Policy No. 7.21

Accessibility Standards for Customer Service Policy No. 9.03

Housing First Policy No. 9.07

Council Code of Conduct Policy No. 9.17

20.0 References and Related Statements of Legislation

Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11

Arbitration Act, 1991

Construction Act R.S.O. 1990, c. C.30

Discriminatory Business Practices Act, R.S.O. 1990, c. D.12


Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9

Environmental Protection Act, R.S.O. 1990, Chapter E.19

Municipal Act, 2001, Part VI, Section 270

Municipal Conflict of Interest Act, R.S.O. 1990, c M.50

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990

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Corporate Occupational Health & Safety Policy

POLICY

Oxford County is committed to providing safe and healthy workplaces. The prevention of occupational injuries and illness is a continuing major objective. To achieve this objective, the County maintains an occupational health & safety program with the following goals:


- a) to promote health & safety in all organizational activities;
- b) to identify actual or potential workplace hazards;
- c) to eliminate and/or minimize the exposure to workplace hazards;
- d) to develop and recommend work practices, procedures, policies, initiatives, programs, training, equipment and protective devices that will prevent / reduce workplace injuries and illnesses;
- e) to educate all staff as to their role in the occupational health & safety program and the internal responsibility system;
- f) compliance with all health & safety legislation including the Occupational Health and Safety Act, the Workplace Safety and Insurance Act and associated regulations.

PROCEDURES

The responsibility for health & safety lies with all workplace parties: the employer, the supervisors and the workers. This concept is referred to as the internal responsibility system and is built upon the principle that the workplace parties are in the best position to identify and control health & safety issues co-operatively. All staff are expected to demonstrate their commitment to health & safety and the internal responsibility system by fulfilling their respective responsibilities:

1.0 Responsibilities of Employer

- 1.1 Implement and maintain an occupational health & safety program.
- 1.2 Establish, maintain and afford assistance to the Joint Health & Safety Committee(s) in the workplace.
- 1.3 Provide to the Joint Health & Safety Committee the results of any testing and/or report respecting occupational health & safety.
- 1.4 Ensure measures and safe operating procedures are developed and carried out.
- 1.5 Ensure that equipment, materials and protective devices are provided, adequate and maintained in good condition.
- 1.6 Take every precaution reasonable in the circumstance for the protection of the worker.

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- 1.7 Comply with all health & safety legislation including the Occupational Health and Safety Act, the Workplace Safety and Insurance Act and associated regulations.
- 1.8 As per the requirements of the Occupational Health and Safety Act, this policy shall be reviewed at least annually.

2.0 Responsibilities of Management / Supervisors

- 2.1 Work safely and promote safe work habits.
- 2.2 Advise workers of any potential or actual hazards in the workplace.
- 2.3 Develop written safe operating procedures for operations or tasks that present a high likelihood to cause property damage, injury or a fatality.
- 2.4 Ensure safety policies, procedures and measures are carried out by the workers.
- 2.5 Provide workers with appropriate instruction and training.
- 2.6 Ensure that equipment, materials and protective devices are provided, adequate and maintained in good condition.
- 2.7 Ensure workers use or wear the equipment, protective devices or clothing required by the employer and/or the Act and regulations.
- 2.8 Take every precaution reasonable in the circumstance for the protection of the worker.
- 2.9 Co-operate and afford assistance to the Joint Health & Safety Committee(s) in the workplace.
- 2.10 Consult with the Joint Health & Safety Committee(s) regarding health & safety related policies, initiatives and programs.
- 2.11 Investigate and report all incidents that cause or have the potential to cause property damage and/or injury and recommend corrective measures.
- 2.12 Comply with all County health & safety policies and procedures and legislation including the Occupational Health and Safety Act, the Workplace Safety and Insurance Act and associated regulations.

3.0 Responsibilities of Employees

- 3.1 Work safely and promote safe work habits.
- 3.2 Carry out safety procedures and measures established and required by the County.
- 3.3 Participate in required instruction and training provided by the County.
- 3.4 Use or wear the equipment, protective devices or clothing required by the County and/or the Occupational Health and Safety Act or associated regulations.
- 3.5 Do not remove or alter any equipment or device or work in such a manner that may endanger any worker.
- 3.6 Co-operate and afford assistance to the Joint Health & Safety Committee(s) in the workplace.

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- 3.7 Report all accidents and incidents that cause or have the potential to cause property damage and/or injury and recommend corrective measures.
- 3.8 Comply with all County health & safety policies and procedures and legislation including the Occupational Health and Safety Act, the Workplace Safety and Insurance Act and associated regulations.
- 3.9 Report to the supervisor any hazards, safety concerns or contraventions of County policies, the Occupational Health and Safety Act or associated regulations.

4.0 Responsibilities of Joint Health & Safety Committee

- 4.1 Promote health & safety in all organizational activities.
- 4.2 Act as a link between workers and management regarding employee safety concerns and recommendations.
- 4.3 Make recommendations regarding existing and proposed health & safety policies, initiatives and programs.
- 4.4 Conduct regularly scheduled inspections of County workplaces to identify hazards, unsafe conditions and compliance issues.
- 4.5 Participate in accident/incident investigations where required.
- 4.6 Assist in resolving work refusals or stop-work orders related to health & safety issues.



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Workplace Violence Prevention

POLICY

Oxford County is committed to maintaining a program that minimizes, as much as reasonably possible, the potential for workplace violence. Workplace violence is prohibited and incidents shall be handled in accordance with the provisions of this policy. This policy applies to all County employees, volunteers and elected officials.

DEFINITIONS


domestic violence is any use of physical, sexual, psychological, actual or threatened force, in an intimate relationship. In addition to exacting a tremendous toll on the victim, domestic violence can spill over into the workplace, compromising the safety of both victims and co-workers and resulting in lost productivity, increased health care costs, increased absenteeism and increased employee turnover.

workplace violence means,

- a) the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker,
- b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker,
- c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

workplace harassment means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Workplace harassment incidents shall be handled in accordance with Policy 5.06 - Harassment and Discrimination.

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RESPONSIBILITIES


Oxford County recognizes that the potential for workplace violence exists by employees and the clients they serve. Increased stress associated with personal issues, workplace demands and a host of other factors can significantly contribute to this unacceptable behaviour. The purpose of this policy is to ensure that all parties understand their roles and responsibilities in regards to preventing workplace violence.

1.0 Responsibilities of Employer and Supervisors

- 1.1 County departments shall assess the risk of workplace violence and implement specific procedures, response plans and other controls to help minimize or eliminate the risk. The results of the assessment and related control measures shall be reviewed by the applicable County Joint Health & Safety Committee(s). The Health & Safety Coordinator is also available as a resource for assistance.
- 1.2 Provide information and instruction to employees regarding the workplace violence program and any control measures in place to reduce the risk of workplace violence.
- 1.3 Supervisors shall ensure employees report incidents of workplace violence as per Workplace Incident, Injury & Illness Reporting Policy 7.04 including incidents of domestic violence that is likely to expose a worker to physical injury in the workplace.
- 1.4 Supervisors shall investigate and implement corrective actions and/or control measures to minimize potential recurrences.
- 1.5 Supervisors shall ensure employees who are experiencing difficulties and/or exhibiting behaviours that may contribute or lead to workplace violence are aware of and support them to attend Oxford County's Employee & Family Assistance Program (EFAP) or other professional assistance.
- 1.6 Supervisors shall ensure employees who are exposed to a violent or traumatic situation are provided an opportunity to debrief and are made aware of and encouraged to attend Oxford County's Employee & Family Assistance Program (EFAP) or other professional assistance, if appropriate.
- 1.7 As per the requirements of the Occupational Health and Safety Act, this policy shall be reviewed at least annually.

2.0 Responsibilities of Employees

- 2.1 Do not engage in any behaviours that would constitute workplace violence or harassment including threatening, intimidation, coercion, abuse either physically or verbally that results in emotional or physical harm to other employees, clients

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- or members of the public.
- 2.2 Do not bring weapons to the workplace.
- 2.3 Participate and provide input in regards to the development of workplace violence procedures, response plans and other controls that are proposed or implemented to minimize or eliminate the risk of workplace violence.
- 2.4 Attend information and training sessions offered by the employer regarding workplace violence prevention programs.
- 2.5 Report all workplace violence incidents as per Workplace Incident, Injury & Illness Reporting Policy 7.04 including incidents of domestic violence that is likely to expose a worker to physical injury in the workplace.
- 2.6 Cooperate and assist with investigations regarding workplace violence incidents.
- 2.7 Seek support and assistance from Oxford County's Employee & Family Assistance Program (EFAP) or other community service when experiencing stress or other personal difficulties that may contribute to workplace violence.
- 2.8 Seek support and assistance from Oxford County's Employee & Family Assistance Program (EFAP) or other community service if exposed to a violent or traumatic situation, if appropriate.
- 2.9 Violations of this policy may result in disciplinary action up to and including dismissal. Human Resources shall be contacted for assistance.

GUIDELINES

3.0 Guidelines for Dealing with Conflict and Aggressive Behaviour

The following are general guidelines for dealing with conflict and aggressive behaviours. Departmental policies and procedures may provide additional specific information.

- 3.1 Be alert to situations and early warning signs (crying, pacing, avoidance or excessive eye contact, challenging behaviours, yelling etc.).
- 3.2 Try to provide an early resolution before a situation escalates and an incident occurs (e.g. deal with issues/complaints right away).
- 3.3 Listen to the other person's entire issue/complaint.
- 3.4 Gather information and determine the reason for the issue/complaint.
- 3.5 Do not downplay or minimize the person's issue/complaint.
- 3.6 Remain calm, speak in a clear, calm and consistent voice.
- 3.7 Maintain normal eye contact but do not stare.
- 3.8 Do not infringe on the person's personal space (e.g. point in their face).
- 3.9 Keep the discussion focussed on the issue, not the individual parties.
- 3.10 Do not set unrealistic goals or make promises that you may not be able to keep.
- 3.11 Set limits and inform the person that the meeting will only continue if they remain calm, inappropriate behaviour is not acceptable.

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- 3.12 Take the dispute to a third party if the matter cannot be resolved (i.e. supervisor).
- 3.13 Always remain alert to unsafe situations and react - leave a location if necessary, have another person accompany you or remain close-by, telephone for assistance if needed etc.

4.0 Guidelines for Dealing with a Verbally Abusive Telephone Call

The following are general guidelines for dealing with verbally abusive telephone calls. Departmental procedures may provide additional specific information.

- 4.1 Inform the caller that abusive language is not acceptable and advise the caller that the conversation will be terminated if the abusive language continues.
- 4.2 Establish a written record about the incident.
- 4.3 Advise the supervisor of the occurrence after the phone call has ended.
- 4.4 If the caller makes repeated offensive calls, advise them that if it continues the Police will be notified.

5.0 Guidelines for Dealing with a Written Threat


The following are guidelines for dealing with a written threat. Departmental procedures may provide additional specific information.

- 5.1 Do not throw away any part of written letters or envelopes.
- 5.2 Handle the document as little as possible and place the document(s) in a folder or clear protective sleeve to help protect them.
- 5.3 Advise the supervisor of the occurrence.
- 5.4 Do not discuss the contents of the written threat with anyone other than with Management or the Police.

6.0 Guidelines for When Handling Cash

The following are general guidelines when job duties involve handling cash. Departmental procedures may provide additional specific information.

- 6.1 Provide physical barriers (e.g. counter-tops) that separate employees from customers and the general public.
- 6.2 Control access to work areas by locking access doors.
- 6.3 Position cash registers and cash boxes out of reach and out of sight whenever possible.
- 6.4 Develop protocols for reducing the amount of cash kept on-hand.
- 6.5 Post visible signs to inform customers that minimum cash is kept on the premises.
- 6.6 Ensure bright lighting and access to natural surveillance. Remove large items, posters on windows, overgrown landscaping and other factors that would block the view from within the workplace. Good visibility will deter criminal activity.

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- 6.7 Ensure easy and quick access to phones, radios and/or panic alarms so that staff can contact the Police in an emergency.
- 6.8 Complete the delivery of bank deposits during busy times and preferably not after dark.
- 6.9 Post signs that the premises are monitored.
- 6.10 Ensure employees are instructed what to do in the case of a robbery.


7.0 Guidelines in Case of Robbery

The following are general guidelines for employees to follow if a robbery occurs. Personal safety is the most important consideration when reacting to a robbery. Departmental procedures may provide additional specific information.

- 7.1 Do not resist the robber. Take no action that would jeopardize the safety of staff. Cooperate with the robber and do not attempt to be a hero.
- 7.2 Listen to the robber intently and follow exactly the robber's commands. Most robbers want to get in and out as quickly as possible. The quicker the robber leaves, the less likely someone will be injured.
- 7.3 Try to advise the robber of any surprises. If someone is expected back soon, or if you must reach for something, advise the robber exactly what you are doing. If the robber is startled or suspicious of your activity it may trigger a violent reaction.
- 7.4 Try and keep other persons in the area calm during and after the robbery.
- 7.5 Be observant and plan to be a good witness. Try to make mental notes of the robber and write the details down as soon as the robber leaves. Try to recall the following:
 - Robber's physical description: race, gender, height, weight, facial characteristics, scars, tattoos etc.
 - Clothing type and colour
 - Description of any weapons used
 - Direction the robber left in, description of any car or other persons accompanying the robber
 - Description of what was taken e.g. cash, medications etc.
- 7.6 Call 911 immediately following the incident and cooperate with Police when they arrive.

8.0 Guidelines for When Working Alone and/or in a Remote Location

The following are general guidelines for when employees work alone and/or in remote locations. Policy 7.06 – Working Alone also provides additional information regarding working alone situations. Departmental procedures may provide additional specific

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information.

- 8.1 Develop plans for regular contact between isolated employees and/or their supervisor to ensure employees are safe. Utilize a buddy system and notify staff at another location when you have concerns about your safety.
- 8.2 Ensure bright lighting and access to natural surveillance. Remove large items, posters on windows, overgrown landscaping and other factors that would block the view into the workplace. Good visibility will deter criminal activity.
- 8.3 Arrange office and interview spaces in a manner that provides staff quick exit from the room if necessary. Place employee chairs closest to the door so that employees do not have to pass a client in order to exit the room.
- 8.4 Ensure quick and easy access to phones, radios or other communication devices so that staff can contact the Police in an emergency.
- 8.5 Come to an agreement with the local police or with other neighbouring businesses to monitor or to make random visits.
- 8.6 After hours, lock the public entrance and do not allow access to clients/visitors who do not have an appointment or are not personally known.
- 8.7 Recognize the safest locations to park (e.g. under street lights and closest to the building). Make sure all vehicle windows are closed and doors locked. Lock valuables in the vehicle's trunk out of sight.
- 8.8 Post signs that the premises are monitored.


9.0 Guidelines for Dealing with Aggressive/Threatening Motorists (i.e. Road Rage)

The following are general guidelines for employees to follow if confronted by an aggressive driver while driving a motor vehicle for work purposes. Departmental procedures may provide additional specific information.

- 9.1 Try and remain calm.
- 9.2 Keep your distance and/or allow them to pass.
- 9.3 If you cannot change lanes and an aggressive driver is behind you, stay where you are and maintain the proper speed.
- 9.4 Do not respond with hostile gestures or pull over to confront another driver.
- 9.5 If you are being followed or you are involved in a motor vehicle collision and you feel threatened by an aggressive driver contact 911 and wait for Police to arrive before stopping and exiting the vehicle.
- 9.6 Avoid aggressive or poor driving habits that provoke other drivers like using phones while driving, aggressive horn or headlight use, improper parking, tailgating, blocking traffic, failing to signal etc.

10.0 Guidelines for When to Call Police

The following are general guidelines when it would be appropriate to call the Police.

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Departmental procedures may provide additional specific information.

- 10.1 Whenever an employee has reason to believe their personal safety is in jeopardy.
- 10.2 Whenever there is a physical assault or a threat of a physical assault.
- 10.3 Whenever there is an injury that results from violent behaviour.
- 10.4 When there are threats or harassment of a serious nature.
- 10.5 When a client refuses to leave the premises.
- 10.6 When property damage or vandalism occurs.
- 10.7 When theft occurs.

11.0 Service Restrictions & Limitations

Threatening or harassing behaviour by clients and the public will not be tolerated. The following are general guidelines for service restrictions/limitations that may be implemented by County departments where inappropriate customer/client behaviours or actions warrant mitigation. Restrictions will be determined and implemented with consideration of the infraction and may include, but is not limited to the following:


- 11.1 Refusing the individual access to certain or all County properties or programs for a specified period of time or indefinitely;
- 11.2 Refusing the individual access to certain or all County properties or programs except by appointment and/or with other conditions;
- 11.3 Limiting the number and duration of the individual's interactions with staff;
- 11.4 Limiting the individual to one method of contact (i.e. phone calls only or contact with a specific individual only);
- 11.5 Informing the individual that further complaints or requests regarding a matter will not be acknowledged by staff;
- 11.6 Pursuing legal action which may include:
 - 11.6.1 Issuance of a Notice of Trespass;
 - 11.6.2 Pursuing cost recovery charges.

12.0 Disclosure of Personal Information

- 12.1 Where it is determined necessary for the protection of employees, departments may provide information, including personal information, regarding persons with a history of violence if the employee is likely to encounter this person and be exposed to physical harm in the course of their duties.
- 12.2 Disclosure should be limited to only the information necessary to protect the employees from physical injury.

13.0 Domestic Violence in the Workplace

- 13.1 The Ontario Occupational Health and Safety Act's violence and harassment

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provisions requires employers to take all reasonable precautions in the circumstances for the protection of employees if domestic violence is likely to expose a worker to physical injury in the workplace and the employer becomes aware or ought reasonably be aware of the situation.

- 13.2 Due to the complexity and sensitivity of domestic violence issues, a standard one size fits all response is not likely to be appropriate. Employees and supervisors who have concerns about domestic violence issues in the workplace should contact Human Resources for assistance.
- 13.3 Privacy laws require that all information about employees who report and seek assistance about domestic violence be kept confidential, to the extent permitted by law. In order to protect the safety of the employee or the employee's co-workers, it may be necessary to disclose limited confidential information regarding the situation to certain parties (i.e. Police or supervisors).



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Workplace Emergency Planning & Response

POLICY

Oxford County is committed to planning and responding to workplace emergencies in a manner to minimize harm to employees, clients and damage to property. Workplace emergency planning and response forms an important component of the County's overall occupational health & safety program. This policy and the associated procedures provide direction to staff in responding to a variety of emergencies.

PROCEDURES

Workplace emergencies are unforeseen events that threaten the health & safety of employees, clients, disrupts operations or services and may cause damage to property and/or the environment. They can happen at anytime, anywhere and often without warning. Workplace emergencies can be natural or man-made and include but are not limited to: fires, explosions, severe weather, natural disasters, chemical spills and releases, bomb threats, suspicious mail or parcels and violent criminal behaviour.

1.0 Responsibilities of Employer and Supervisors

- 1.1 County departments shall comply with this policy and the associated procedures and develop additional measures as necessary, to address specific workplace needs and risks.
- 1.2 Ensure employees are provided instruction on the requirements of this policy and the associated procedures.
- 1.3 Develop plans for employees who have a concern about their ability to respond and/or evacuate in an emergency. The individual requiring assistance and their supervisor shall discuss any special requirements and develop a plan to ensure that person's safety. The plan shall be documented on a Personal Workplace Emergency Response Plan (Form 7.11A).
- 1.4 Ensure that employees comply with the requirements of this policy and the associated procedures.
- 1.5 Provide support and assistance in facilitating workplace emergency exercises and drills intended to test and practice workplace emergency response procedures.
- 1.6 Ensure employees report all incidents involving a workplace emergency that results in injury or illness to an employee, client or causes damage to property or



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has the potential to as per Workplace Incident, Injury & Illness Reporting Policy 7.04.

- 1.7 Reference the County's Business Continuity Plans where a workplace emergency is likely to be prolonged and will significantly interrupt business operations and services.

2.0 Responsibilities of Employees

- 2.1 Comply with all workplace emergency policies and the associated procedures.
- 2.2 Participate in all required training, drills and exercises related to workplace emergency planning and response.
- 2.3 Utilize the information and skills acquired through instruction, training and drills related to workplace emergency response to protect personal health & safety.
- 2.4 Employees who have a concern about their ability to respond and/or evacuate in an emergency shall inform their immediate supervisor so that adequate planning can take place. The plan shall be documented on a Personal Workplace Emergency Response Plan (Form 7.11A).
- 2.5 Report all incidents involving a workplace emergency that results in injury or illness to employees, clients or causes damage to property or has the potential to as per Workplace Incident, Injury & Illness Reporting Policy 7.04 and/or Insurance Incident Reporting and Claim Management Policy 6.08 as appropriate.

3.0 Responsibilities of Joint Health & Safety Committee(s) / Health & Safety Coordinator

- 3.1 Make recommendations on workplace emergency planning and response policies and procedures.
- 3.2 Assist with the facilitation of workplace emergency exercises and drills intended to test and practice workplace emergency response procedures.
- 3.3 Review regularly existing workplace emergency planning and response policies and procedures to ensure they remain current and make recommendations for improvement.

4.0 Responsibilities of Emergency Management Coordinator

- 4.1 Provide recommendations on workplace emergency planning and response policies and procedures and ensure workplace specific plans are compatible with community-based emergency plans.
- 4.2 Assist with the facilitation of workplace emergency exercises and drills intended to test and practice workplace emergency response procedures.
- 4.3 Provide direction and support to staff when assistance is requested during actual



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workplace emergency events.

- 4.4 Activate Oxford County's Emergency Response Plan where the emergency is likely to affect multiple workplaces or the community at large.
- 4.5 Provide direction and support to County departments regarding business continuity planning where a workplace emergency is likely to be prolonged and will significantly interrupt business operations and services.

5.0 Requirement for Emergency Planning & Response Instruction

- 5.1 All employees shall receive instruction on workplace emergency planning and response procedures as outlined in Oxford County's Workplace Emergency & Response Handbook (Form 7.11B).
- 5.2 The instruction referenced in this section may be provided via written instruction, training and/or participation in drills and exercises. The primary topics that shall be included in the instruction include but are not limited to:
 - 5.2.1 Severe weather
 - 5.2.2 Natural disasters like tornados and earthquakes
 - 5.2.3 Floods
 - 5.2.4 Chemical spills and other releases
 - 5.2.5 Fires and explosions
 - 5.2.6 Bomb threats and suspicious mail or parcels
 - 5.2.7 Workplace violence

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Contractor Health & Safety Program

POLICY

Oxford County endeavours to provide a healthy and safe work environment for all County and contractor employees while minimizing corporate and individual liabilities. This policy outlines the responsibilities of County departments under the Contractor Health & Safety Program including the selection, monitoring and managing of contracted services.

DEFINITIONS

<i>contractor</i>	any person or entity contracted or engaged to conduct work or provide services to Oxford County but does not include individual persons employed by contract for the County.
<i>constructor</i>	as defined in the Occupational Health and Safety Act as a person who undertakes a project for an owner and includes an owner who undertakes all or part of a project by himself/herself or by more than one employer. Often called the general or prime contractor, the constructor has complete control of the work on behalf of the construction project owner and therefore has overall responsibility for health & safety and regulatory compliance at the job site.
construction	as defined in the Occupational Health and Safety Act as, includes erection, alteration, repair, dismantling, demolition, structural maintenance, painting, land clearing, earth moving, grading, excavating, trenching, digging, boring, drilling, blasting, or concreting, the installation of any machinery or plant, and any work or undertaking in connection with a project but does not include any work or undertaking in a mine.
<i>project</i>	as defined in the Occupational Health and Safety Act as a construction project, whether public or private, including (a) the construction of a building, bridge, structure, industrial establishment, mining plant, shaft, tunnel, caisson, trench, excavation, highway, railway, street, runway, parking lot, cofferdam, conduit, sewer, watermain, service connection,

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telegraph, telephone or electrical cable, pipe line, duct or well, or any combination thereof,
 (b) the moving of a building or structure, and
 (c) any work or undertaking, or any lands or appurtenances used in connection with construction.

PROCEDURES

1.0 Contracting Work

The Occupational Health and Safety Act places upon employers and work-site owners responsibilities and duties not only for their own workers but also for the workers of their contractors. The intent of the legislation is the prevention of harm to all people from work-related activities. Failure to meet these obligations and the ability to establish “due diligence” can have serious liabilities when something goes wrong.

Significant differences exist in the requirements when contracting for non-construction related services versus construction projects (i.e. large tendered projects). Sections 2.0 and 3.0 outline the requirements when contracting for the different types of services.

2.0 Contracting for Non-construction Related Services

The purpose of the Contractor Health & Safety Program is to protect County and contractor employees, facilities and equipment from injury, accident and loss. For non-construction related contracting, it is important that County departments consider the contractor’s safety performance during the selection process and promote the importance of health & safety to the contractors throughout work activities. County departments who undertake contractors in this capacity need to take a “hands-on” approach and shall:

- 2.1 Evaluate the contractor’s health & safety program and performance, in conjunction with other factors like cost, availability and expertise, prior to selecting a contractor to conduct work. Departments shall do this by having the contractor complete and submit a *Contractor Health & Safety Information Form* (Form 7.21B). The department shall review the completed form to ensure the contractor meets the required health & safety criteria for the work. Where a contractor is expected to provide ongoing or repeat service, a new Form 7.21B shall be resubmitted and reviewed upon contract renewal and at least every three years.
- 2.2 Require all contractors and employers undertaking work at or for the County to

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comply with all applicable health and safety legislation and County health & safety policies and procedures or equivalency.

- 2.3 Ensure all contractors are informed of and comply with the County's *Contractor Rules and Guidelines* (Form 7.21A).
- 2.4 Disclose to the contractor any special requirements specific to that operation or work-site (particularly unusual or unique health & safety issues) and/or the presence or use of designated substances.
- 2.5 Ensure processes are in place to ensure ongoing communication between the department and the contractor respecting health & safety related aspects of the work including: the timing of work, responsibilities where there may be an intermingling of duties amongst contractors and County workers and the discovery of new or previously unidentified risks.
- 2.6 Require all contractors to assume responsibility and take every reasonable precaution while working to ensure the safety of their employees, County employees and the general public.
- 2.7 Monitor contractor performance relating to health & safety compliance and exercise stop-work authority as required to enforce health & safety requirements.
- 2.8 County staff who have concerns regarding a contractor's health & safety performance shall contact the County department responsible for hiring the contractor directly. When that is unknown, staff shall contact the County's Senior Coordinator of Health & Safety to report the concerns. The Coordinator will investigate and notify the County department who hired the contractor.

3.0 Contracting for Construction Projects

The responsibility for health & safety on construction projects lies with the constructor. The constructor exercises the greatest control over a project and all persons working on it and therefore is the primary party responsible to ensure compliance with health & safety requirements. County staff shall generally take a "hands-off" approach in relation to managing health & safety when a constructor is hired to undertake a project on the County's behalf except where there are compelling reasons to intervene. The following are the requirements when contracting for construction projects:

- 3.1 Evaluate the contractor's health & safety program and performance, in conjunction with other factors like cost, availability and expertise, prior to awarding tenders. Departments shall do this by having the contractor complete and submit a *Contractor Health & Safety Information Form* (Form 7.21B). The department shall review the completed form to ensure the contractor meets the required health & safety criteria to complete the work.

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- 3.2 Require all constructors undertaking work for the County, as part of their contracts, to agree to comply with all applicable occupational health and safety legislation.
- 3.3 Ensure the contract contains appropriate language to confirm the relationship and the obligations of the parties.
- 3.4 Require all constructors to submit a *Notice of Project (Form 0175)* to the Ministry of Labour and a copy to the County if the nature of the project falls within that prescribed in section 6 of O.Reg. 213/91 – Construction Projects.
- 3.5 Require constructors to ensure that before beginning work at a project that all contractors/employers complete an approved registration form (*Form 1000*) as prescribed in section 5 of O.Reg. 213/91 – Construction Projects. A copy of the completed registration form shall be kept at the project while they are working there.
- 3.6 Disclose to the constructor any special requirements specific to that operation or work site (particularly unusual or uncommon health & safety issues) and/or the presence or use of designated substances.
- 3.7 Where multiple construction projects take place at a common location, the County department contracting for service shall ensure that the projects are separated by time and/or space and/or apply for approval with the Ministry of Labour for a designation of separate projects pursuant to section 4 of O.Reg. 213/91 – Construction Projects.
- 3.8 When County departments elect to be the constructor for a construction project, they must fulfil all the requirements of this policy and oversee all health & safety requirements for the project. *Health & Safety Field Audit Report for Construction Projects (Form 7.21C)* is a tool to assist County departments to monitor and manage health & safety performance of the contractors at the project site.
- 3.9 County staff who have concerns regarding a contractor’s health & safety performance while the project is being undertaken shall contact the constructor directly as soon as reasonably possible and appropriate to the circumstances. County staff shall not attempt to manage work activities or exercise control of the project.


4.0 Insurance Requirements

- 4.1 Clearance certificates from the Workplace Safety & Insurance Board (WSIB) must be obtained for all contractors before work begins to verify that they are registered with WSIB and have an account in good standing. County departments that use contractors that are not registered with WSIB, or do not have their accounts in good standing may be liable for any compensation related

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costs. Clearance certificates can be obtained free of charge from the WSIB eServices website (<https://onlineservices.wsib.on.ca/Clearances/eclearance/start>) and are valid for 90 days. Renewals shall be received when the duration of the work exceeds beyond the expiry date of the clearance certificate.

- 4.2 County departments shall also require contractors to provide other insurance requirements in accordance with Policy 6.7 – Purchasing or as outlined in the contract documents. The purpose of these records is to verify financial protection and manage risk for all stakeholders when contractors are utilized.

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REFERENCE POLICY:	7.04, 7.06, 7.10	REVISED:	

Community Outreach & Home Visit Safety

POLICY

Oxford County is committed to providing a safe work environment for its employees and volunteers, including those who are required to conduct work activities in the community. These guidelines outline the preventative measures that shall be taken to ensure the personal safety of employees and volunteers who conduct community outreach and/or visit private residences while conducting work.

DEFINITION

home visit is defined in the context of this policy, as a prearranged visit by County staff to a member of the public's private residence to provide approved services or consultation. This policy does not apply to emergency services provided by the County.

GUIDELINES

Conducting outreach work in the community and visiting client homes is an important component of delivering services to the public. While most outreach activities and home visits are routine, non-threatening experiences, there is always a possibility that a safety issue could arise during a visit. County departments may implement additional procedures and measures to address departmental needs and risks. The following guidelines are intended to raise awareness and provide general guidance to employees and volunteers to mitigate those risks:

1.0 General Tips When Conducting Community Outreach & Home Visits

- 1.1 Stay alert and trust your instincts.
- 1.2 Always have an excuse to leave ready just in case.
- 1.3 Present yourself as calm, confident, observant and in control.
- 1.4 Participate in conflict resolution / de-escalation training.
- 1.5 Dress appropriately for weather conditions. Wear clothing and shoes that do not impede your movements and allow you to leave quickly if necessary.
- 1.6 Request that you leave your shoes on during the visit or bring an additional pair of indoor footwear or shoe covers. Advise them that it is your employer's policy to keep your shoes on.
- 1.7 Bring a cell phone. If you do not have a cell phone, borrow one.
- 1.8 If you wear a nametag or identification, wear it on a clip. Do not wear a lanyard around your neck.

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- 1.9 Leave extravagant jewellery and valuables at home.
- 1.10 In situations where significant confrontations can be expected (e.g. evictions) arrange to have additional staff present and/or request Police accompany County staff to appointment.
- 1.11 When visiting clients at unsheltered locations (e.g. encampments) additional safety considerations should be considered including:
 - 1.11.1 Never go alone. A team of two is the absolute minimum.
 - 1.11.2 Be aware of inherent risks at the site i.e. slippery, uneven terrain, unsecured dogs, sharps, broken glass etc.
 - 1.11.3 Discuss the visit in advance and establish a code word or phrase to signal a threat and the need to leave the site that is unbeknownst to others.
 - 1.11.4 Use harm reduction principles and distinguish between perceived threats and actual threats. Witnessing the presence of drugs or drug paraphernalia is not necessarily a threat to safety but may be depending on the circumstances or client(s) present and their behaviours.
 - 1.11.5 Provide outreach teams the opportunity to debrief and to process difficult outreach visits and events.

2.0 Before Conducting Outreach/Home Visit

- 2.1 Call ahead to arrange the appointment and to confirm the address, if possible. Ask if any other persons will be attending or present during the appointment. This may not always be feasible or necessary depending on the nature of the appointment and/or service request.
- 2.2 Where it is believed there is a likelihood the client/resident may become aggressive, discuss with your supervisor options to mitigate this risk. This may include:
 - 2.2.1 Arrange to meet in the office or at a public location (i.e. coffee shop) if the nature of the appointment allows for this.
 - 2.2.2 Have another staff member or the Police attend the appointment with you depending on the circumstances.
 - 2.2.3 Arrange phone calls immediately prior and at the end of the appointment to confirm your safety.
 - 2.2.4 Where the above measures are not practical, consider using GPS work alone software with a panic alert function.
- 2.3 Request that all pets be put in another room or secured until the appointment is completed. Even the friendliest pet can act aggressive to a stranger.
- 2.4 Always ensure that someone within your department knows your visiting schedule including dates and times, client names, addresses and telephone numbers. Refer to County Policy 7.06 – Working Alone for additional precautions that can be taken when working alone and when working alone is prohibited.

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3.0 Transportation to Outreach/Home Visit


- 3.1 Ensure your vehicle is in good running condition and make sure it has adequate fuel for the trip. It is always a good idea to keep emergency supplies in your vehicle like a flashlight/beacon, small snow shovel and first aid kit.
- 3.2 Avoid parking in isolated and poorly lit areas. Do not park in the driveway of the home if possible, since your vehicle could be blocked in by another vehicle. If you must park in the driveway, try to park in a manner that allows you to leave quickly if necessary.
- 3.3 When exiting your vehicle be attentive to your surroundings including nearby vehicles, people and pets (i.e. unsecured dogs).
- 3.4 In rural areas, if you are unsure, you have the right location, pull your car up as close to the residence as possible and honk or call the client by telephone. Once someone emerges you can verify that you are at the right location and that there are no dogs roaming freely.

4.0 During Outreach/Home Visit

- 4.1 Do not enter premises if the occupants are acting in a strange manner, appear to be under the influence of alcohol or drugs, inappropriately dressed or acting aggressively.
- 4.2 Once inside the residence, survey the premises for exits and ways out so you are prepared if an emergency occurs.
- 4.3 Meet in a common area and avoid meeting in the kitchen where there is easy access to sharp objects that could be used as a weapon.
- 4.4 Sit on a hard-backed chair if possible. Avoid sitting on upholstered furniture that may harbour infestations (i.e. bed bugs) or other hazards (i.e. sharp objects).
- 4.5 Wash hands or use hand sanitizer before and after each home visit.
- 4.6 Do not accept food or drink from a client/resident.
- 4.7 Do not address or confront suspected illegal activities (e.g. drug use) or provocative comments by the client/resident while in the home. Leave and report the situation to your supervisor and the Police, if appropriate, after you have safely left the residence. Ensure information is shared with other County staff and departments where there may be additional service requirements.
- 4.8 Refer to County Policy 7.10 – Workplace Violence Prevention for additional tips on how to deal with aggressive behaviour and when to call the Police.

5.0 After Outreach/Home Visit

- 5.1 Beware of your surroundings as you exit the residence, especially at night.
- 5.2 Lock your doors as soon as you return to your vehicle.

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5.3 Report any aggressive, unacceptable behavior or potential hazards (e.g. vicious dog) experienced during the visit to your supervisor. This information shall be noted for reference when planning future appointments with the client or site visit at the address. Information must be shared with other County staff and departments where there may be additional service requirements.

5.4 Incidents where an employee believes their safety was compromised or where an injury was sustained shall be reported as per County Policy 7.04 – Workplace Incident, Injury & Illness Reporting.

6.0 Exemptions

This policy does not apply to unplanned emergency services provided by the County that require an immediate rapid response. Departments shall ensure that suitable precautions are made in those circumstances for the protection of staff.

REPORT TO LIBRARY BOARD

Programming and Outreach Policy Update and Review

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board approves amendments to the Programming and Outreach Policy as set out in Attachment 1 to Report 2024-48.

REPORT HIGHLIGHTS

- The updated *Programming and Outreach Policy*, Attachment 1, has been revised with minimal language updates and housekeeping changes. A tracked changes version of the updated policy is available as Attachment 2.
- Suggested language updates were received by the Library DEI Committee and Programming Team.

IMPLEMENTATION POINTS

The updated *Programming and Outreach Policy* will be distributed to staff once approved.

Financial Impact

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

Communications

Pursuant to Library Board approval, the policy will be posted on the library website for public information under the Operations Policy section.

2024-2028 LIBRARY STRATEGIC PLAN

Oxford County Library Board approved the **2024-2028 Library Strategic Plan** on February 20, 2024. The Plan outlines three key goals to advance the Library’s vision to “Connect, discover, share, become.” These goals are: (1) *Sustain service excellence*, (2) *Grow engagement and member relationships*, and (3) *Innovate access to service*.

The recommendation in this report supports the following strategic goals.
Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
		<p>Strategy 3.1 – Plan, design, and implement a Programs and Services Accessibility Strategy to make OCL inclusive and accessible to all residents.</p> <p>Strategy 3.3 – Expand the Ox on the Run program to increase library access in communities without branches and to meet residents where they are to drive engagement.</p>

See: [Oxford County Library 2024-2028 Strategic Plan](#)

DISCUSSION

Background

The Library Board first passed the *Programming and Outreach Policy* at the October 17, 2022 meeting. Programming and outreach had previously been included as a section under the *Service Delivery Policy*.

In 2023, the Library Board passed the *Service Delivery Model* that sets out the framework for programming at all tiers of service, thus superseding sections of the Programming and Outreach Policy.

Comments

The updated *Programming and Outreach Policy*, Attachment 1, has been reviewed and updated to include the following changes:

- Housekeeping changes
- Background Section Changes
 - Reference to the Library's vision statement
 - Updated language for potential controversial programming as requested by the DEI committee
- Purpose Section Changes
 - Reference to accessibility
 - Statement to explain the restriction on this policy in reference to the use of library space for rentals
- Procedure Section Changes
 - Further reference to accessibility and to an environment where people are treated with respect and dignity
 - Programming Framework
 - Reference to the Service Delivery Model and removal of information that is contained within the Model
 - Ox on the Run
 - Updated language for prioritizing underserved and vulnerable communities
 - Updated programming and services list
 - References and Related Documents
 - Updated documents since 2022 policy approval
 - Updated links to external documents

CONCLUSIONS

The updated *Programming and Outreach Policy* is intended to provide Library staff and the public with clear guidelines and expectations for programming and outreach activities provided by the Oxford County Library. The review and update of this policy also assists the Library in meeting the requirements for re-accreditation by the Ontario Public Library Guidelines Council.

SIGNATURES

Departmental approval:

Original signed by

Lisa Marie Williams
 CEO/Chief Librarian

ATTACHMENTS

- Attachment 1 Draft Programming and Outreach Policy, 2024
- Attachment 2 Draft Programming and Outreach Policy, 2024 with tracked changes
- Attachment 3 Programming and Outreach Policy, 2022



**OXFORD COUNTY LIBRARY BOARD
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Programming and Outreach Policy

BACKGROUND

The Oxford County Library provides programs and outreach events to the public to support the Library's vision to "Connect, discover, share, become."

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

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

Oxford County Library upholds the principles of intellectual freedom and has adopted the Canadian Federation of Library Association's (CFLA) *Statement on Intellectual Freedom and Libraries* (2019) and the Ontario Library Association's *Statement on Intellectual Freedom and the Intellectual Rights of the Individual* (2020). Library Programs may cover a range of topics and ideas which are of current interest and possible future significance, including topics and ideas which reflect current conditions, trends, and/or controversies. Community members take the responsibility to engage in conversation with dignity and respect even when there are opposing points of view.

PURPOSE

The purpose of this policy is to guide the development and delivery of inclusive and accessible, community-based, high-quality programming and outreach services. This policy will provide the public, community partners and external program facilitators with information on the objectives and guiding principles of programming and outreach at the Oxford County Library. This policy does not apply to programs or events offered by external organizations and/or individuals using rented library space.

PROCEDURES

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

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



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The aim of Library programming and outreach is to create an environment where all community members feel that they belong and can participate freely with respect and dignity.

Definitions:

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

Programming Framework

1. Oxford County Library's Service Delivery Model outlines the Programming Framework as one of the five pillars of service.
2. The Programming Framework outlines five tiers of services including: Ox on the Run, Village Branches, Regional Branches, Resource Branches, and Online / Digital Channels.
3. The Service Delivery Model is updated by staff as required.

Ox on the Run

1. Ox on the Run is the Oxford County Library's mobile unit designed to provide programs and services in communities across Oxford County.
2. Ox on the Run will prioritize programming and outreach opportunities to underserved and vulnerable communities.
3. Ox on the Run will provide the following:
 - a. Wi-Fi access
 - b. Assistance with Library resources
 - c. Library card registration
 - d. Storytimes, crafts and activities for all ages
 - e. Hands-on learning of tech toys, gadgets, and devices
 - f. Technology training and help for all ages
 - g. Community information and partner resources

Partnerships and Collaboration

1. The Library proactively collaborates with community partners, as well as County and Municipal departments, to identify individuals and groups not adequately served in order to develop a variety of programs that meet the literacy needs of target audiences.
2. The Library designs and implements outreach services and library programs for these target audiences that offer information, special skills or entertainment.



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3. Partnerships with community groups, agencies, governments and businesses will be mutually beneficial agreements that assist the Library and the partner organization in the delivery of services.
4. The Library will explore opportunities to enhance and adapt service through partnerships to help meet programming and outreach goals.
5. Partnerships may include the sharing of Library spaces and materials to provide programs and other events for the public in branches or other shared facility spaces.
6. Library staff will develop contacts between the Library and other service providers. The CEO/Chief Librarian, or designate, will negotiate shared service / partnership agreements as opportunities arise.

External Presenters

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

Program Evaluation

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

Restrictions

Oxford County Library reserves the right to:

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



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References and Related Documents:

Oxford County Library Policies

- Oxford County Library. (2023, May). *Code of Conduct*.
- Oxford County Library. (2022, July). *Children and Teen Services Policy*.
- Oxford County Library. (2023, October). *Service Delivery Model*.
- Oxford County Library. (2024, March). *Oxford County Library Strategic Plan 2024-2028*.

Documents from Outside Organizations

- Edmonton Public Library. (2016). *Community-Led Toolkit*. <https://www.epl.ca/wp-content/uploads/sites/18/2015/08/EPL-Community-Led-Toolkit-Final-EXTERNAL-Web.pdf>
- Tamarack Institute. (2017). *Index of Community Engagement Techniques*. <https://cdn2.hubspot.net/hubfs/316071/Resources/Tools/Index%20of%20Engagement%20Techniques.pdf>
- Future Oxford. (2022). *Reducing Poverty Together Strategy*. <http://www.futureoxford.ca/Committees.aspx#42541>

Position Statements

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

BACKGROUND

The Oxford County Library provides programs and outreach events to the public to support the Library's mission and vision: vision to "Connect, discover, share, become."

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

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

Oxford County Library upholds the principles of intellectual freedom and has adopted the Canadian Federation of Library Association's (CFLA) *Statement on Intellectual Freedom and Libraries* (2019) and the Ontario Library Association's *Statement on Intellectual Freedom and the Intellectual Rights of the Individual* (2020). ~~From time to time, the library may present controversial programs in order to ensure public access and discourse to all sides of an issue.~~ Library Programs may cover a range of topics and ideas which are of current interest and possible future significance, including topics and ideas which reflect current conditions, trends, and/or controversies. Community members take the responsibility to engage in conversation with dignity and respect even when there are opposing points of view.

PURPOSE

The purpose of this policy is to guide the development and delivery of inclusive and accessible, community-based, high-quality programming and outreach services. This policy will provide the public, community partners and external program facilitators with information on the objectives and guiding principles of programming and outreach at the Oxford County Library. This policy does not apply to programs or events offered by external organizations and/or individuals using rented library space.

PROCEDURES

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



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

The aim of Library programming and outreach is to create an environment where all community members feel that they belong and can participate freely with respect and dignity.

Definitions:

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

Programming Framework

1. Oxford County Library's Service Delivery Model outlines the Programming Framework as one of the five pillars of service.
2. The Programming Framework outlines five tiers of services including: Ox on the Run, Village Branches, Regional Branches, Resource Branches, and Online / Digital Channels.
3. The Service Delivery Model is updated by staff as required.
4. Small Branches (Tier 1)
 - a. Small Branches will provide basic programming to families, children and teens outside of regular operating hours of the branch and subject to the availability of resources.
 - b. Opportunities for co-sponsored programs with outside agencies or organizations will be pursued using a community-led approach.
 - c. A limited number of external presenter programs will be offered throughout the year based on budget availability and allocation. These programs will be planned collaboratively with other library branches and/or other organizations to minimize costs.
2. Medium Branches (Tier 2)
 - a. Medium Branches with programming rooms / spaces may offer programs during regular operating hours, subject to the availability of staffing and resources.
 - b. Building on the 1st tier, Medium Branches will offer programs for all ages and a broader range of family and children's programs.

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~~c. As with the Small Branch locations, staff will look for opportunities to partner with community organizations to provide programming using a community-led approach.~~

~~3. Large Branches (Tier 3)~~

- ~~a. As larger, urban branches within the Oxford County Library, the Ingersoll and Tillsonburg branches have system-wide responsibilities for programming.~~
- ~~b. Specialized programming staff plan, deliver and evaluate a wide range of library and co-sponsored programs for all ages on a year-round basis.~~
- ~~c. Specialized staff also work with the local community to offer Local and Family History programming, partnering with Oxford County Archives and other community agencies as possible.~~
- ~~d. Large branches will also offer a wider range of technology and equipment, and will support said technology through programs for all ages.~~

~~4. Virtual Programs (Tier 4)~~

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

Ox on the Run

1. Ox on the Run is the Oxford County Library's mobile unit designed to provide programs and services in communities across Oxford County.

~~1-2.~~ Ox on the Run will prioritize programming and outreach opportunities to underserved and vulnerable communities.

~~2-3.~~ Ox on the Run will provide the following:

- a. Wi-Fi access
- b. Assistance with library resources
- c. Library card registration
- d. Storytimes, crafts and activities for all ages
- e. Hands-on learning of tech toys, gadgets, and devices
- f. Technology training and help for all ages
- e-g. Community information and partner resources

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Partnerships and Collaboration

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

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1. External presenters delivering programs will not, generally, solicit business, customers or market their commercial products or services. Exceptions must be approved by the CEO/Chief Librarian or designate.
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3. External presenters are bound by all applicable Library policies, including the *Code of Conduct*. These policies are binding for both in-person and virtual programs.

Program Evaluation

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

Restrictions

Oxford County Library reserves the right to:

1. Limit program attendance based on considerations such as space, program experience and/or compliance with Library policies, including the *Code of Conduct*.



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

References and Related Documents:

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Oxford County Library. (2023, October). *Service Delivery Model*.

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**OXFORD COUNTY LIBRARY BOARD
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Programming and Outreach Policy

BACKGROUND

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

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

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

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

PURPOSE

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

PROCEDURES

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

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

Definitions:



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

Programming Framework

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



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REPORT TO LIBRARY BOARD

Library Board Meeting Schedule 2025

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board adopts the schedule for 2025 Library Board meetings as set out in Report 2024-49 with each regular meeting being held at 1:00 PM.

REPORT HIGHLIGHTS

- Establishes a meeting schedule for regular Library Board meetings in 2025 to ensure compliance with the *Public Libraries Act*.

IMPLEMENTATION POINTS

Upon approval of the 2025 Library Board Meeting Schedule, staff will update the Oxford County Library website for public information and make room bookings where needed.

Financial Impact

There is no financial impact beyond has been included in the draft 2025 Business Plan and Budget in Report 2024-44.

Communications

Library administrative staff will update the Oxford County Library website and will provide internal communications to all Library and County staff impacted by the 2025 schedule.

2024-2028 LIBRARY STRATEGIC PLAN

Oxford County Library Board approved the [2024-2028 Library Strategic Plan](#) on February 20, 2024. The Plan outlines three key goals to advance the Library’s vision to “Connect, discover, share, become.” These goals are: (1) *Sustain service excellence*, (2) *Grow engagement and member relationships*, and (3) *Innovate access to service*.

The recommendation in this report supports the following strategic goals.

Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>		

See: [Oxford County Library 2024-2028 Strategic Plan](#)

DISCUSSION

Background

In accordance with the *Public Libraries Act*, section 16(1), a Library Board is required to hold at least seven regular meetings annually. However, Library Boards may choose to hold meetings more frequently.

Regular Board Meetings must be open to the public, unless the Board wishes to hold a Closed Meeting for a reason that is permitted by legislation.

Comments

The proposed schedule is presented below for discussion purposes. Any meetings that may be required for special or strategic planning purposes have not been included in the schedule posted for public information. Should the Chair or majority of Board members determine that a special meeting be called, the Secretary will follow the appropriate notice provisions within the

Report 2024-49
CORPORATE SERVICES
Board Date: October 15, 2024

Procedure By-law – by including notice on the website as soon as possible, no later than 48 hours prior to the meeting, except in the event of an emergency.

Meeting Date	Proposed Location
January 21, 2025	Oxford County Administrative Building, Woodstock
February 18, 2025*	Oxford County Administrative Building, Woodstock
March 18, 2025	Oxford County Administrative Building, Woodstock
April 15, 2025	Oxford County Administrative Building, Woodstock
May 20, 2025*	Oxford County Administrative Building, Woodstock
June 17, 2025	Oxford County Administrative Building, Woodstock
July 15, 2025	Oxford County Administrative Building, Woodstock
September 16, 2025	Oxford County Administrative Building, Woodstock
October 21, 2025	Oxford County Administrative Building, Woodstock
November 18, 2025	Oxford County Administrative Building, Woodstock

Dates noted with an asterisk (*) represent days directly after a statutory holiday.

The above schedule outlines 10 meeting dates. These dates should be considered by the Board to provide extra scheduled days should quorum not be met at any given meeting.

Meetings in August and December have not been included in the above schedule as vacations and absences during these months present challenges in achieving quorum.

CONCLUSIONS

The Library Board may adjust the schedule at any time throughout the year, as long as the revised schedule is made publicly available.

SIGNATURES

Departmental approval:

Original signed by

Lisa Marie Williams
 CEO/Chief Librarian