

AGENDA

OXFORD COUNTY LIBRARY BOARD BOARD MEETING

**Tuesday, June 16, 2026, 3:30 p.m.
Oxford County Administration Building - Room 221**

- 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 May 19, 2026
- 5. DELEGATIONS AND PRESENTATIONS AND CONSIDERATION THEREOF**
- 6. CONSIDERATION OF CORRESPONDENCE**
- 7. REPORTS**
 - 7.1 2026-21 Key Agenda Items and Policy Review Framework
RECOMMENDATION
 1. That the Library Board receives verbal Report 2026-21 Key Agenda Items and Policy Review Framework Update for information and discussion.
 - 7.2 2026-22 Librarian Report
RECOMMENDATION
 1. That the Library Board receives Report 2026-22, Librarian Report, for information and discussion.
 - 7.3 2026-23 2025 Oxford County Library Financial Statements
RECOMMENDATION
 1. That the Oxford County Library Financial Statements for the year ended December 31, 2025 be accepted.
 - 7.4 2026-24 Year End Review
RECOMMENDATION

1. That the Library Board receives Report 2026-24, 2025 Year End Statistics and Annual Report, for information and discussion.

7.5 2026-25 Operational Policy Review: Local History Policy

RECOMMENDATION

1. That the Library Board approves amendments to the Local History Policy as set out in Attachment 1 to Report 2026-25.

7.6 2026-26 Governance Policy Review: CEO/Chief Librarian Performance Evaluation Policy

RECOMMENDATION

1. That the Library Board approves amendments to the CEO/Chief Librarian Performance Evaluation Policy as set out in Attachment 1 to Report 2026-26.

7.7 2026-27 South-West Oxford Mount Elgin Branch Memorandum of Understanding

RECOMMENDATION

1. That the Library Board receives Report 2026-27, for information and discussion;

2. And further, that the Library Board endorses the draft Memorandum of Understanding, Attachment 1 to Report 2026-27, regarding the proposed future library space within the new Municipal Office, Library and Child Care facility in Mount Elgin;

3. And further, that the Library Board authorize the CEO/Chief Librarian to execute the Memorandum of Understanding, subject to any minor administrative or legal revisions satisfactory to the Oxford County Council and South-West Oxford Township Council.

8. UNFINISHED BUSINESS

9. NOTICE OF MOTIONS

10. NEW BUSINESS / ENQUIRIES / COMMENTS

11. CLOSED SESSION

12. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

13. ADJOURNMENT



OXFORD COUNTY LIBRARY BOARD MEETING MINUTES

Tuesday, May 19, 2026

Members Present: Chair Laura Langford
 Vice Chair, Councillor Brian Petrie
 Councillor David Mayberry
 Katherine Grieve
 Cynthia Lacroix
 Megan Blair
 Alan Dale

Staff Present: L.M. Williams, CEO / Chief Librarian
 A. Smith, Director of Human Services and Corporate Services
 O. O'Reilly, Associate Manager of Financial Operations
 J. Court, Manager of Budget and Performance Finances
 K. De Weerd, Administrative Assistant

1. CALL TO ORDER

Oxford County Library meets in regular session this the nineteenth day of May 2026 in Room 221, Oxford County Administration Building, Woodstock at 3:33 p.m.

2. APPROVAL OF AGENDA

RESOLUTION 1

Moved By: David Mayberry

Seconded By: Alan Dale

Resolved that the agenda be approved.

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

NIL

4. ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING

RESOLUTION 2

Moved By: David Mayberry

Seconded By: Alan Dale

Resolved that the Library Board minutes of April 21, 2026, be adopted as amended.

DISPOSITION: Motion Carried



5. DELEGATIONS. PRESENTATIONS AND CONSIDERATION THEREOF

NIL

6. CONSIDERATION OF CORRESPONDENCE

7. REPORTS

7.1. 2026-16 Key Agenda Items and Policy Review Framework (verbal report)

RESOLUTION 3

Moved By: Brian Petrie
Seconded By: Megan Blair

Resolved that the Library Board receives verbal Report 2026-16, Key Agenda Items and Policy Review Update for information and discussion.

DISPOSITION: Motion Carried

7.2. 2026-17 Librarian Report

RESOLUTION 4

Moved By: Katherine Grieve
Seconded By: Alan Dale

Resolved that the Library Board receives Report 2026-17, Librarian Report, for information and discussion.

DISPOSITION: Motion Carried

7.3. 2026-18 Q1 Library Business Plan and Budget Update

RESOLUTION 5

Moved By: David Mayberry
Seconded By: Katherine Grieve

Resolved that the Library Board receives Report 2026-18 Q1 Library Business Plan and Budget Update be received as information.

DISPOSITION: Motion Carried

7.4. 2026-19 Operational Policy Review: Internet Access and Technology Policy- Second Draft

RESOLUTION 6

Moved By: Alan Dale
Seconded By: Brian Petrie

Resolved that the Library Board approve amendments to the *Internet Access and Technology Policy* as set out in Attachment 1 to Report 2026-19.

DISPOSITION: Motion Carried

7.5. 2026-20 Operational Policy Review: Community Information Policy

RESOLUTION 7

Moved By: Cynthia Lacroix
Seconded By: Katherine Grieve

Resolved that the Library Board approves amendment to the *Community Information Policy* as set out in Attachment 1 to Report 2026-20.

DISPOSITION: Motion Carried

8. UNFINISHED BUSINESS

NIL

9. NOTICE OF MOTIONS

NIL

10. NEW BUSINESS/ ENQUIRIES/ COMMENTS

10.1 Alberta Bill 28 was brought forward for discussion.

11. CLOSED SESSION

RESOLUTION 8

Moved By: David Mayberry
Seconded By: Alan Dale

That Board rise and go into a Closed Session to consider Verbal Report from the CEO/Chief Librarian regarding a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be on by or on behalf of the library board.

DISPOSITION: Motion Carried at 4:17 p.m.

11.1 Verbal Report by CEO / Chief Librarian

RESOLUTION 9

Moved By: Cynthia Lacroix
Seconded By: Alan Dale

That the Library Board reconvenes in Open Session

DISPOSITION: Motion Carried at 4:29 p.m.

12. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

RESOLUTION 10

Moved By: Cynthia Lacroix
Seconded By: Alan Dale

That the Library Board supports further exploration of the project with staff continuing to negotiate with the donor.

DISPOSITION: Motion Carried

13. ADJOURNMENT

RESOLUTION 11

Moved By: Alan Dale
Seconded By: David Mayberry

Resolved that the Board meeting of May 19, 2026, be adjourned at 4:30 p.m. until the next meeting scheduled for June 16, 2026, at 3:30 p.m. at the Oxford County Administrative Building.

DISPOSITION: Motion Carried at 4:30 p.m.

Laura Langford, CHAIR

Lisa Marie Williams, SECRETARY



Oxford County Library Board - Key Agenda Items 2026

Agenda items	Jan	Feb	Apr	May	Jun	Jul	Sep	Oct	Nov	Notes
2025 Board Evaluation		X								Yearly Agenda Item
2025 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		Q4 (24)			Q1		Q2		Q3	Regular Agenda Item
2026 Business Plan and Budget Update				Q1			Q2		Q3	Regular Agenda Item
2025 Financial Audit					X					Yearly Agenda Item
2027 Business Plan								X		2027 Planning
2027 Budget								X		2027 Planning
CEO/Chief Librarian Performance Goals									X	Yearly Agenda Item
2027 Board Meeting Dates and Library Closures									X	Yearly Agenda Item
2022-2026 Library Board Legacy Document								X		4 Year Document

[illegible]

REPORT TO LIBRARY BOARD

Librarian Report

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board receives Report 2026-22, Librarian Report, for information and discussion.

REPORT HIGHLIGHTS

- This report highlights the monthly usage statistics, quarterly statistics; as well as further information regarding library service.

IMPLEMENTATION POINTS

Financial Impact

There is no financial impact beyond what has already 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.

Report 2026-22
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: January 20, 2026

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
 Sustain service excellence	 Grow engagement and member relationships	 Innovate access to service
Strategy 1.1 – Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities. 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. Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.	Strategy 2.1 – Create and implement a Communications Strategy to build OCL's brand awareness and service offerings in the community. Strategy 2.2 – Develop and implement a Patron Management and Growth Plan to increase usership and community engagement with library programs, services and spaces. Strategy 2.3 – Plan and implement the expansion of non-traditional services to include more digital resources, access to technology and unique collections.	Strategy 3.1 – Plan, design, and implement a Programs and Services Accessibility Strategy to make OCL inclusive and accessible to all residents. Strategy 3.2 – Expand the availability of self-service options and introduce more technology to increase access. 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.

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

DISCUSSION

CEO / Chief Librarian

- May 26 – ARUPLO Executive Meeting
- June 1 – OCL Staff Day
- June 2 – Plattsville & District Public School Project Meeting
- June 3 – SWOX Municipal Office Detailed Design Meeting

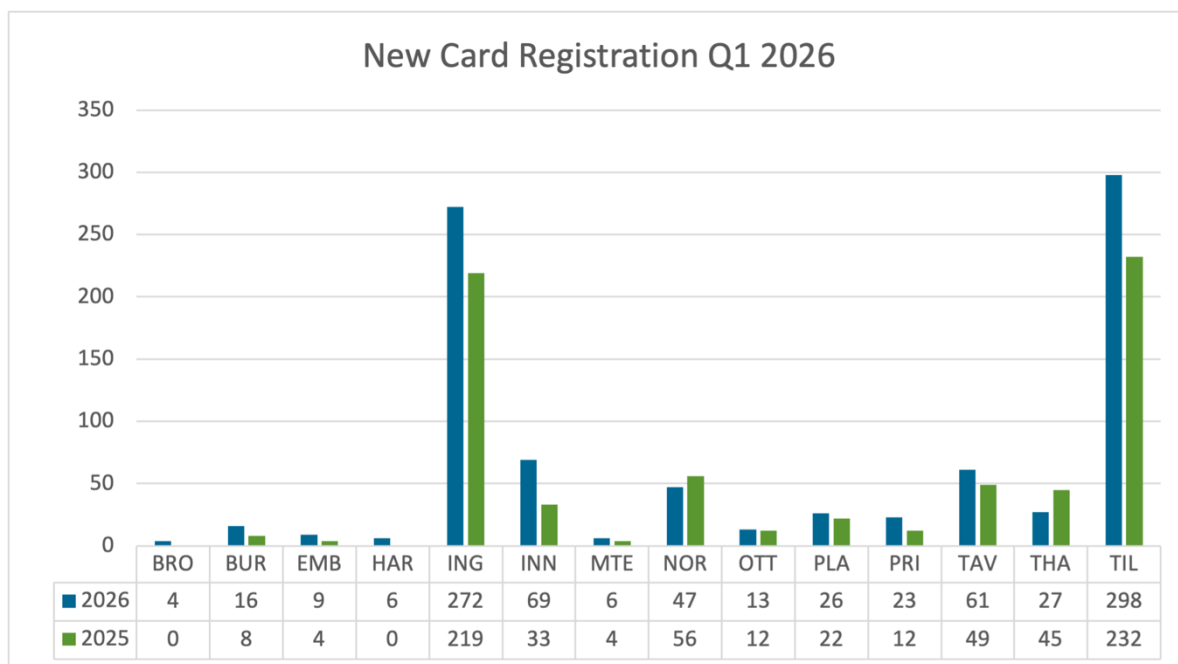
Report 2026-22
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: January 20, 2026

- June 4th – ARUPLO Tour of Wellington County, Erin Branch & Meeting
- June 10th – Southwestern Ontario Alzheimer Society – Dementia Friendly Decal Presentation
- June 11th – Ontario Library Service Municipal Relations & Your Library: Part 3 training
- June 11th – Oxford County Long Service & ACE Awards!

Quarterly Statistics

New Card Holders

New cardholder registrations increased at nearly every branch in the first quarter of 2026 with 181 more new cards created in the quarter than the same time last year.

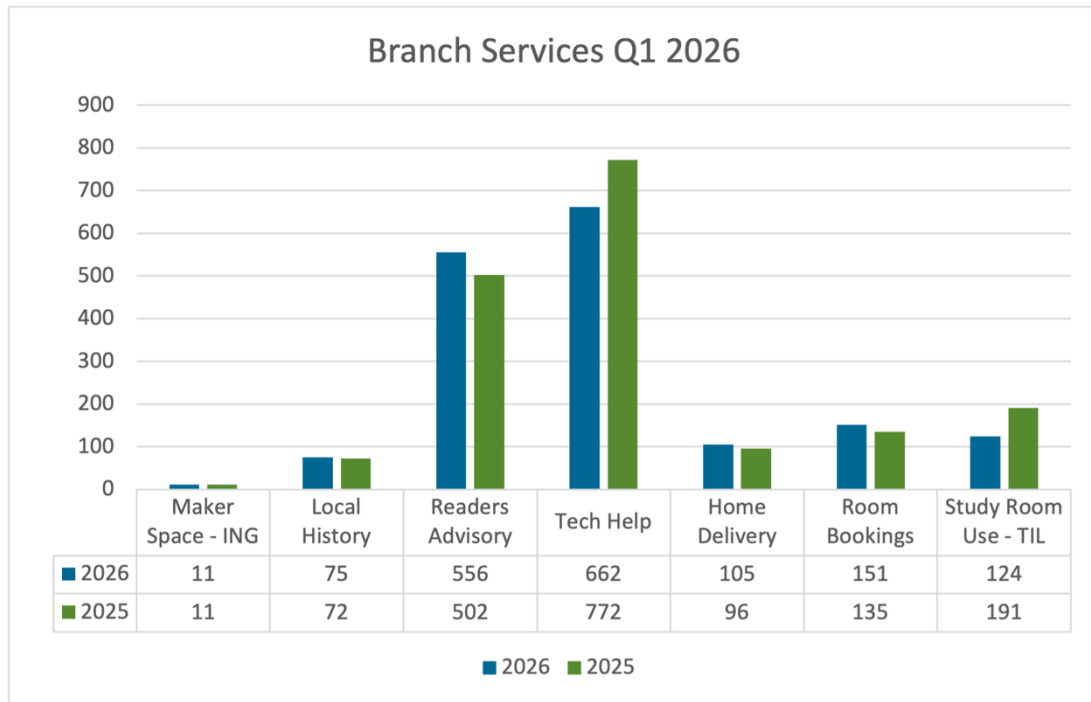


Q1 New Card Holders		
2025	2026	% Change
696	877	26%

Report 2026-22
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: January 20, 2026

Branch Services

Though down roughly by nearly 100 interactions overall, branch services grew in Local History Requests (4%), Readers Advisory (11%), and Room Bookings (12%). Tech Help was down for the first time with a 14% decrease.



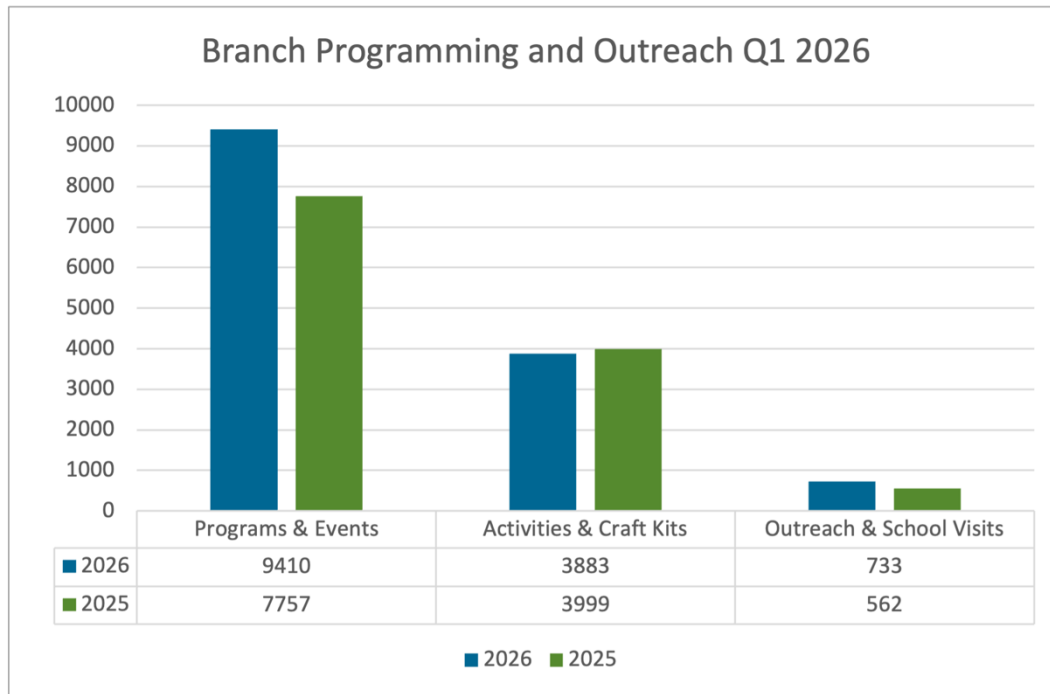
Q1 Branch Services		
2025	2026	% Change
3804	3710	-2%

Branch Programming and Outreach

Branch programming and outreach saw a 14% overall increase during the first quarter with nearly 2,000 more people taking part in the Library's events and activities.

Q1 Branch Programming and Outreach		
2025	2026	% Change
12,318	14,026	14%

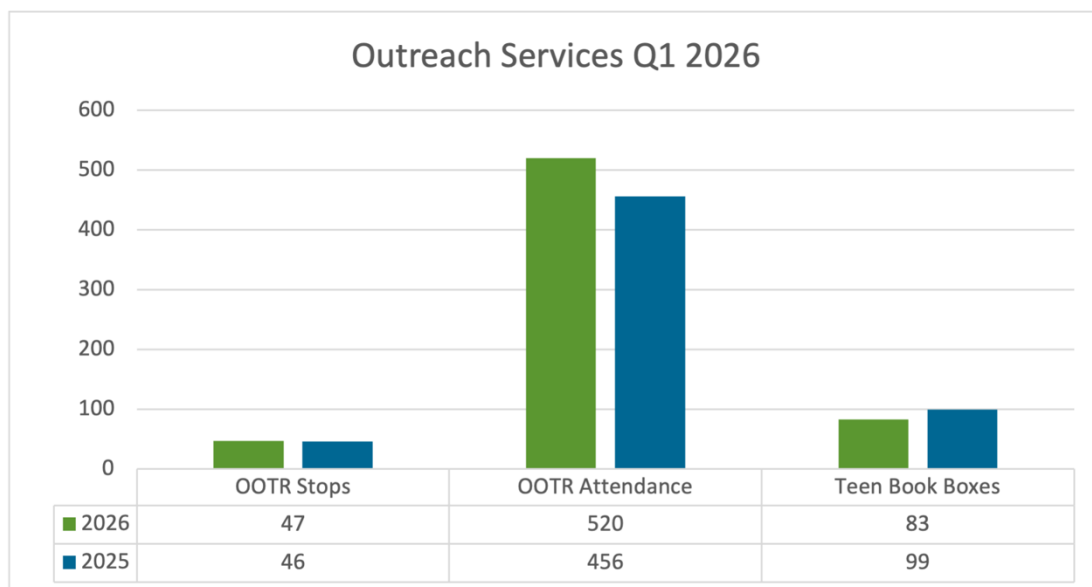
Report 2026-22
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: January 20, 2026



Outreach Services

While Teen Book Boxes declined slightly, Visitors to Ox on the Run grew by 14% in the first quarter of 2026.

*Outreach Events statistics were not available at the time of this report but will be collected for Q2.



Report 2026-22
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: January 20, 2026

Q1 Outreach services		
2025	2026	% Change
601	650	8%

Monthly Statistics

Branch Attendance

Overall branch attendance declined in May by nearly 500 visits but are still tracking positive with 2% year to date.

Three branches have been noted below for their positive attendance both for May and the year so far.

% Total Change	May	Year to Date
Total Branch Attendance	-3%	2.1%

Branches of Note	May	Year to Date
Brownsville	39%	33%
Burgessville	14%	14%
Innerkip	13%	-1%

Computer Use

Declines in computer and wi-fi usage continue in May. Staff continue to monitor this trend and are working with our IT partners to roll out new computers system wide.

% Total Change	May	Year to Date
Total Computer Use	-4%	-8%

Report 2026-22
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: January 20, 2026

Total Wireless Use	-6%	-14%
Total Use Overall	-5.4%	-11.3%

Physical Circulation

Physical circulation continued to trend down in May with just over 500 less check outs. Three branches and Ox on the Run have been noted below for their continued strong circulation.

% Total Change	May	Year to Date
Total Physical Circulation	-2%	-2%

Locations of Note	May	Year to Date
Brownsville	23%	2%
Embro	55%	20%
Norwich	12%	3%
Ox on the Run	320%	412%

Digital Circulation

Digital circulation numbers stayed steady at 2% increase May, driven by eBook (2%) and Audiobook (16%) demand. In those areas Overdrive / Libby appears to be the preferred way to borrow with 526% more eBooks and 90% more Audiobook circulation than Hoopla.

% Total Change	May	Year to Date
Total Digital Circulation	2%	0.6%

Report 2026-22
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: January 20, 2026

Community Outreach

Ox on the Run

In addition to their regular stops, the Outreach team will be visiting several schools and attending community events throughout June, including Oxford County's Trail Fest, Royal Roads Family Fun Day, Plattsville's 175th Anniversary, and Innerkip's Canada Day Parade.

Families can also pick up their Summer Reading Club materials from the Ox and check out the ocean themed decorations throughout.

Bundles of Joy

The program continues to go strong with only a few families on the current wait list.

Staff recently applied to the Sarah Badgley Literacy Fund for Rural Ontario Children for further funding of the program. The Fund will announce grant winners this fall.

Pride Events

On Saturday, June 6, Oxford County Library joined Oxford County Pride and Woodstock Public Library for a Rainbow Storytime at Commonplace Books in Ingersoll. The positive and lively event offered pride themed stories and crafts with Ms. Rubyyy. Staff from the libraries collaborated on rainbow themed activities to enhance the storytime.

The Library's Outreach Team will be attending the Oxford County Pride Family Fun Day at Museum Square, Woodstock on Saturday, June 13th to promote library services and the 2SLGBTQIA+ collection.



Branch Outreach

Embro Branch staff visited the Zorra Highland Park School for Kindergarten Orientation on May 13th where they connected with lots of families and other community partners, including Oxford Community Child Care, Zorra Township Recreation, and the Zorra Highland Park Parent Council.

Tavistock Branch staff visited the Tavistock Public School for their Kindergarten Open House, welcoming 55 new kindergarteners and caregivers.

The branch has also begun regular kindergarten class visits to the school, with the goal of getting every Kindergarten student a library card.

Report 2026-22
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: January 20, 2026

Tillsonburg Branch Team attended Kindergarten Orientation sessions at the Annandale, Southridge and Westfield Public Schools, where they connected with over 200 children and caregivers to promote library services and summer reading.

Branches and Programming

Summer Reading Launch!

This year's TD Summer Reading Club launched June 9th with the theme "Splash into Stories." Kids 12 and under can join the TD program in branches and through Beanstack. Teens and Adults can join the fun this year as well with their own special summer reading challenges.

SRC Launch parties are starting – with lots of ocean fun!

- Innerkip Branch – June 13th
- Ingersoll Branch – June 26th
- Tavistock Branch – June 26th
- Tillsonburg Branch – June 27th
- Princeton Branch – June 27th

But Launch parties aren't the only way to join in, so much programming and fun is on the way this summer! Stop in at a branch to check out their amazing under the sea displays and more.

Your Library Story

In May the Library launched *Your Library Story* as an initiative to collect and celebrate the meaningful experiences patrons have with Oxford County Library. Though the collection of stories is ongoing, staff launched the initiative with a gift bag of OCL swag during the first three weeks of May. The contest saw over 20 submissions, and more stories continue to be submitted!

A special shout out to the Princeton Branch – with 11 stories submitted so far highlighting the branch's welcoming environment and helpful staff.

Supporting the Census

Though computer usage was down in May, branch staff supported patrons with the completion of the census using public computers after the Social Media team promoted the service in early May.



Microscopic Programming

The Harrington Branch welcomed 13 children and their families to use the newly acquired digital microscope. Participants were encouraged to explore their world, using provided slides and collecting materials from the environment for further discovery.

Village Wide Yard Sale Events

Several branches took advantage of their Village Yard Sales to host book sales. Brownsville, Burgessville, Mount Elgin, Otterville and Thamesford all hosted sales with donations from the events available to support programming.

Mount Elgin Community Event

Branch staff welcomed visitors into the branch on May 23rd for an annual community event with crafts and information about the Library's programs and services.

Calithumpian @ Thamesford

Thamesford Branch staff supported the annual Calithumpian event with 50 Craft and Connect kits for the kids' fun fair event at the area arena.

Plattsville Branch's Barbara Reid Inspired Creations

The branch's Curious Chapter Club hosted 12 school age children in May to create plasticine art inspired by the work of Barbara Reid. When photos of the creations were posted on social media, the author reached out to comment "Wow! These are so amazing. So much detail and each one tells a story. Well done Plattsville artists!" Needless to say, her kind words were a highlight for branch staff and the Curious Chapter Club participants.

New Partnerships at Tillsonburg Branch

June kicked off two new partnerships for the Tillsonburg Branch. The Mobile Health Outreach Team now visits the branch on Mondays from 9:30 to 11:30 to support individuals with paperwork, ID, system navigation, referrals and other similar needs. Designed to support unhoused individuals, branch staff will support the partnership with free printing and use of the program room space.

The Women's Employment Resource Centre will also be visiting the branch on Monday mornings to provide employment services and career support to women in the community.

To view our Program Calendar, go to:

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

Staff News

AI Training @ Staff Day

Staff welcomed Dr. Erin Aspenlieder for a presentation entitled "Foundations of AI: Capabilities and Risks" at the June 1st Staff Day. The presentation helped staff start the conversation on their understanding and use of AI and built confidence to evaluate and navigate the risks, limitations, and types of information that might be encountered in using AI.

Report 2026-22
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: January 20, 2026

The team is excited to welcome Dr. Aspenlieder back this fall for a hands-on session to continue exploration of this technology.

Part-Time Maker Space Assistant

Though the new Maker Space position has not made budget over the last few years, staff took the request of the Board to find a way to make the position possible. Utilizing untapped Library Page hours, Ingersoll Branch has officially hired a 20 hour a week Maker Space Assistant!

Long Service and ACE Awards

Congratulations to:

Meagan Brennan, Outreach and Teen Librarian for 10 Years of Service

Melanie Harper, Ingersoll Branch Public Service Clerk for winning the Teamwork ACE Award!

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

[illegible]

OX on the RUN		2025	119	72	265	0	777	470	1,432	617	1,984	848	120	33	1,233	6,737
		2026	166	239	281	164	362								1,212	1,212
	% Change		39%	232%	6%	100%									-2%	-82%
PLATTSVILLE	25	2025	806	944	958	1,145	1,034	769	1,102	838	780	1,027	891	683	4,887	10,977
	25	2026	868	860	979	1,100	1,004								4,811	4,811
	% Change		8%	-9%	2%	-4%	-3%								-2%	-56%
PRINCETON*	16	2025	296	350	471	359	332	325	400	322	398	461	297	267	1,808	4,278
	16	2026	317	311	463	373	329								1,793	1,793
	% Change		7%	-11%	-2%	4%	-1%								-1%	-58%
TAVISTOCK	35	2025	679	680	918	791	846	710	1,042	901	758	961	768	659	3,914	9713
	35	2026	687	799	1,013	889	887								4,275	4275
	% Change		1%	18%	10%	12%	5%								9%	-56%
THAMESFORD	35	2025	756	714	842	844	877	634	1,094	1,032	725	821	755	572	4,033	9,666
	35	2026	649	727	857	824	926								3,983	3,983
	% Change		-14%	2%	2%	-2%	6%								-1%	-59%
TILLSONBURG	54	2025	5,951	5,592	6,927	6,970	6,189	5,900	8,275	7,353	4,617	7,292	5,844	4,268	31,629	75,178
	54	2026	5,158	5,246	6,659	6,504	5,576								29,143	29,143
	% Change		-13%	-6%	-4%	-7%	-10%	230	230	230	230	230	230	230	-8%	-61%
TOTAL	*351.5	2025	16,037	15,506	19,189	18,387	17,317	16,633	22,802	20,252	16,521	19,605	16,090	12,078	86,436	210,417
	352	2026	15,003	15,645	20,311	18,403	16,825								88,213	86,187
TOTAL Change 2025 to 2026			-6%	1%	6%	0.1%	-3%								2.1%	-59.0%

*Princeton Branch statistics may be affected by road construction April to December 2025

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



Physical Circulation 2026

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
OTTERVILLE	2025	1,055	1,108	1,445	1,303	1,448	1,140	1,410	1,387	1,228	1,284	1,054	1,025	6,359	14,887
	2026	1,113	1,096	1,228	1,212	953								5,602	5,602
	% CHANGE	5%	-1%	-15%	-7%	-34%								-12%	-62%
OX on the RUN	2025	66	72	64	68	98	387	647	589	530	440	360	354	368	3,307
	2026	301	386	417	367	412								1,883	1,883
	% CHANGE	356%	436%	552%	440%	320%								412%	-43%
PLATTSVILLE	2025	1,652	1,746	2,210	2,071	1,946	1,875	2,388	2,494	2,162	2,221	1,816	1,465	9,625	24,046
	2026	1,791	1,121	1,879	1,849	1,850								8,490	8,490
	% CHANGE	8%	-36%	-15%	-11%	-5%								-12%	-65%
PRINCETON*	2025	1,274	1,157	1,441	999	868	1,165	1,071	1,320	1,025	899	1,091	771	5,739	13,081
	2026	1,048	911	996	928	821								4,704	4,704
	% CHANGE	-18%	-21%	-31%	-7%	-5%								-18%	-64%
TAVISTOCK	2025	2,149	2,052	2,479	2,325	2,099	1,986	2,555	2,319	1,719	1,870	1,565	1,387	11,104	24,505
	2026	1,715	1,685	4,148	2,113	2,140								11,801	11,801
	% CHANGE	-20%	-18%	67%	-9%	2%								6%	-52%
THAMESFORD	2025	1,559	1,430	1,626	1,844	1,799	1,473	2,327	2,357	1,770	1,881	1,621	1,280	8,258	20,967
	2026	1,541	1,557	1,781	1,730	1,640								8,249	8,249
	% CHANGE	-1%	9%	10%	-6%	-9%								0%	-61%
TILLSONBURG	2025	5,767	6,150	6,133	5,328	5,371	5,284	6,843	6,501	5,466	5,724	5,297	4,795	28,749	68,659
	2026	5,379	4,890	5,250	5,570	5,454								26,543	26,543
	% CHANGE	-7%	-20%	-14%	5%	2%								-8%	-61%
TOTAL	2025	32,144	32,511	34,472	31,624	31,733	32,595	41,868	40,874	34,259	35,082	31,428	26,270	162,484	404,492
	2026	31,440	29,477	35,400	31,871	31,171								159,359	159,359
	% CHANGE	-2%	-9%	3%	1%	-2%								-2%	-61%

* Princeton Branch statistics may be affected by road construction April to December 2025



Digital Circulation 2026

	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTALS
Digital TV & Movies	2025	853	910	955	853	830	802	805	833	746	867	722	746	4,401	9,922
	2026	756	604	613	555	652								3,180	3,180
	% Change	-11%	-34%	-36%	-35%	-21%								-28%	-68%
Digital Magazines / Newspapers	2025	5,747	5,246	5,095	4,301	4,168	4,605	4,129	3,920	4,354	4,329	4,088	4,124	24,557	54,106
	2026	4,567	4,273	4,519	4,706	4,307								22,372	22,372
	% Change	-21%	-19%	-11%	9%	3%								-9%	-59%
Tumble Books	2025	52	119	72	37	29	39	45	111	69	18	26	31	309	648
	2026	43	51	32	57	30								213	213
	% Change	-17%	-57%	-56%	54%	3%								-31%	-67%
Digital Music	2025	1,310	1,519	1,266	1,158	1,261	859	669	1,067	1,433	1,076	1,585	1,335	6,514	14,538
	2026	1,337	2,037	1,269	1,588	775								7,006	7,006
	% Change	2%	34%	0%	37%	-39%								8%	-52%
Digital Audiobooks	2025	4,986	4,475	4,851	4,666	5,088	5,083	5,205	5,397	5,224	5,222	5,287	5,128	24,066	60,612
	2026	5,607	5,401	5,777	5,600	5,889								28,274	28,274
	% Change	12%	21%	19%	20%	16%								17%	-53%
Digital ebooks	2025	7,402	6,641	7,280	6,537	6,536	6,971	6,971	7,036	6,435	6,552	6,359	6,707	34,396	81,427
	2026	7,217	6,299	6,978	6,582	6,683								33,759	33,759
	% Change	-2%	-5%	-4%	1%	2%								-2%	-59%
TOTAL Digital Circulation	2025	20,350	18,910	19,519	17,552	17,912	18,359	17,824	18,364	18,261	18,064	18,067	18,071	94,243	221,253
	2026	19,527	18,665	19,188	19,088	18,336	-	-	-	-	-	-	-	94,804	94,804
	% Change	-4%	-1%	-2%	9%	2%								0.6%	-57%

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

JUNE 2026

Report 2026-22
Attachment 2

Page 29 of 113



SUN	MON	TUES	WED	THU	FRI	SAT
	1	2 Foldens Community Hall 10:00-11:30am Aspira Harvest Crossing visit*	3 School Visit* EZT Administration Building Hickson 4:30-6:00pm	4 Drumbo Park 10:00-11:30	5 School Visit*	6 Trails Festival Hodges Trail at Cedar Creek 9:00am-1:00pm
7 	8	9 Wonder Years Child Care visit*	10  Embryo Arena 10-11:30am Beachville Legion 4:30-6:00pm	11 School Visit*	12 Kintore Chalmers United Church 10:00-11:30am	13 Royal Roads Family Fun Day Ingersoll 10am-3pm
		Bundles of Joy Deliveries				
14	15	16 Foldens Community Hall 10:00-11:30am	17 School Visit* EZT Administration Building Hickson 4:30-6:00pm	18 Drumbo Park 10:00-11:30 School Visit*	19  Mount Elgin Hilltop Park 10-11:30am School Visit*	20 Plattsville Community Event 1:00-4:00pm
21	22 	23 Tillsonburg Little School visit*	24 School Visit* Beachville Legion 4:30-6:00pm	25 The Maples Home for Seniors visit*	26 SRC Launch Party Ingersoll Library 10:00am-12:00pm	27 Innerkip Canada Day Parade 10:00am-12:00pm
		Bundles of Joy Deliveries				
28	29	30 Foldens Community Hall 10:00-11:30am Aspira Harvest Crossing visit*	Please note that stops are subject to change, and may be cancelled due to inclement weather. Please check our social media pages for updates. *indicates a stop is not for public attendance.			

REPORT TO LIBRARY BOARD

2025 Oxford County Library Financial Statements

To: Oxford County Library Board

From: Director of Financial Services/Treasurer

RECOMMENDATION

1. That the Oxford County Library Financial Statements for the year ended December 31, 2025 be accepted.

REPORT HIGHLIGHTS

- Long Term Financial Sustainability Plan sustainability measures for 2021 to 2025
- 2025 year end budget surplus is \$250,924

IMPLEMENTATION POINTS

Staff will post the Financial Statements on the County's website for public information.

Financial Impact

The 2025 year end budget surplus of \$250,924 (\$295,523 – 2024) was allocated to the Library operating reserve as approved under the County's Reserve Policy 6.20.

This report is prepared based on the audited 2025 County of Oxford Consolidated Financial Statements.

Communications

The County of Oxford 2025 Consolidated Financial Statements contains Note 16 that refers to the Ministry of Tourism and Culture public library operating grant and pay equity funding in the amounts of \$135,675 and \$3,229 respectively, which are consolidated in the Statement of

Operations and Accumulated Surplus. This note to the County's Consolidated Financial Statements satisfies the Ministry's annual public library funding reporting requirements.

DISCUSSION

Background

As a regional municipality established under the *Municipal Act, 2001*, the Treasurer is required to prepare consolidated financial statements of the County of Oxford that reflect the assets, liabilities, revenues, expenses and changes in investment in tangible capital assets of the County and enterprises accountable to the County and which are owned or controlled by the County. The consolidated financial statements of the County have been prepared in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada"). The 2025 consolidated financial statements of the County of Oxford have been audited by Scrimgeour & Company, Chartered Accountants, as appointed by County Council in accordance with the *Municipal Act, 2001*.

Attachment 1 to this report is the Oxford County Library Financial Statements for the year ended December 31, 2025, as consolidated in the County of Oxford Financial Statements for the year ended December 31, 2025.

Comments

In September 2011, County Council adopted a Long-Term Financial Sustainability Plan that sets out sustainability measures based on "Indicators of Government Financial Condition", defined and approved by the Public Sector Accounting Board. They include a core set of indicators for assessing financial condition of the government entity based on financial statements prepared on the full accrual basis of accounting. Financial condition is measured in terms of ability to meet obligations in respect of service commitments and financial commitments, using elements of sustainability, flexibility and vulnerability and provides an overall assessment of the municipality's financial condition.

Performance regarding 2025 achievements with respect to projects and advancement of the Board's strategic plan will form part of the 2025 Annual Community Report which will be delivered at an upcoming Library Board meeting. Prior to the end of the current Board's term in 2026, the Board will release a Board Legacy report that documents significant achievements and milestones met during their term.

Sustainability measures the degree to which a government can maintain its existing service and financial commitment. Table 1 provides a list of sustainability measures based on the Library's 2021 - 2025 financial statements.

Report 2026-23
FINANCIAL SERVICES
Board Date: June 16, 2026

Table 1 – Sustainability Indicators

	2021	2022	2023	2024	2025	Trend
Financial assets to liabilities	2.42	2.51	2.70	2.55	2.93	
Total cash and temporary investments to operating expenses	0.13	0.12	0.26	0.16	0.42	
Net working capital to operating expenses	0.45	0.41	0.28	0.27	0.34	
Net debt to total operating revenue	0.04	0.02	-	-	-	
Accumulated surplus to taxable assessment	0.0004	0.0004	0.0004	0.0004	0.0004	
Net debt to taxable assessment	0.00001	0.00001	0.00000	0.00000	0.00000	
Total debt per household	\$6	\$3	\$0	\$0	\$0	
Current ratio ¹	2.91	2.72	2.71	2.57	2.93	
Taxation rates coverage ²	0.95	0.92	0.82	0.92	0.96	
Interest coverage ³	23.97	5.62	(393.92)	-	-	
Sustainability ratio ⁴	0.58	1.46	0.44	0.97	0.63	

Notes:

¹ current assets/current liabilities - ability to meet short term debt obligations

² total tax revenue/total expenses - ability to cover its costs through tax revenue

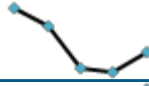
³ earnings before interest/borrowing costs - ability to pay interest on outstanding debt

⁴ capital expenditures/amortization - net increase or decrease in the asset base

Flexibility Indicators measure the degree to which a municipality can change its debt or tax burden to meet its existing service and financial commitments. Table 2 presents flexibility indicators based on the County's 2021 - 2025 financial statements.

Report 2026-23
FINANCIAL SERVICES
Board Date: June 16, 2026

Table 2 – Flexibility Indicators

	2021	2022	2023	2024	2025	Trend
Debt charges to total revenues	0.002	0.001	0.000	-	-	
Total reserves to operating expenses	0.44	0.39	0.26	0.25	0.31	
Total revenue to taxable assessment	0.0003	0.0003	0.0003	0.0004	0.0004	
Net book value of capital assets to cost of capital assets	0.4690	0.4698	0.4484	0.4401	0.4235	

Vulnerability indicators measure the degree to which a government is dependent on sources of funding from outside its control or influence or the extent to which it is exposed to risks that could impair its existing ability to meet service and financial obligations. Table 3 exhibits a vulnerability indicator based on the County's 2021 - 2025 financial statements.

Table 3 – Vulnerability Indicators

	2021	2022	2023	2024	2025	Trend
Government transfers to total revenues	0.03	0.03	0.04	0.02	0.02	

Budget Surplus

The Financial Statements include a Statement of Financial Position which identifies the assets, liabilities and accumulated surplus as of December 31, 2025. Note 4 to the Financial Statements provides a breakdown of the components of the accumulated surplus which includes investment in tangible capital assets, the Library surplus (budget to actual) discretionary reserves, and special purpose reserves.

The budget surplus at December 31, 2025 totaled \$ 250,924 (\$295,523 - 2024). The year-end surplus has been contributed to the Library operating reserve. The 2025 Library budget operating surplus is explained in Table 4.

Table 4 – Operating Budget Surplus

Description		2025
Revenues	Higher interest income and service recovery fees	15,807
	Staff vacancies	176,478
Salaries and benefits	Savings in book purchases – electronic and hard copy	32,860
Operating and program expenses	Computer software and advertising savings	11,654
	Other expenses	14,126
Library Budget Surplus		\$250,924

CONCLUSIONS

The five-year financial indicator comparatives as illustrated in this report suggest that the Library is well positioned in the short and mid-term to meet its service levels and financial obligations.

Overall, the 2025 Oxford County Library Financial Statements, consolidated with the County of Oxford's 2025 audited financial statements, are supported by an unqualified Auditor's Report dated June 10, 2026.

SIGNATURES

Report author:

Original signed by

Jennifer Court, CPA, CGA
Manager of Budget and Performance

Departmental approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

Approved for submission:

Original signed by

Amy Smith
Director of Human Resources and Corporate Services

ATTACHMENTS

Attachment 1 – Oxford County Library Board Financial Statements – December 31, 2025



Oxford County Library Board Financial Statements
December 31, 2025

Oxford County Library Board

Statement of Financial Position

As at December 31, 2025 (comparative balances as at December 31, 2024)

	2025	2024
Financial assets		
Cash	\$2,494,437	\$908,840
Accounts receivable	16,441	16,238
Due from the County of Oxford	528,079	1,618,148
	<u>3,038,957</u>	<u>2,543,226</u>
Liabilities		
Accounts payable and accrued liabilities	191,120	143,970
Deferred revenue (Note 2)	846,716	851,901
	<u>1,037,836</u>	<u>995,871</u>
Net financial assets	<u>2,001,121</u>	<u>1,547,355</u>
Non financial assets		
Tangible capital assets (Schedule 1)	4,083,826	4,228,336
Capital work in progress	2,812	2,812
Inventory	4,119	13,597
	<u>4,090,757</u>	<u>4,244,745</u>
Accumulated surplus (Note 3)	<u>\$6,091,878</u>	<u>\$5,792,100</u>

The accompanying notes are an integral part of these financial statements.

Oxford County Library Board

Statement of Operations and Accumulated Surplus

For the year ended December 31, 2025 (comparative figures for year ended December 31, 2024)

	Budget 2025 (Note 4)	Actual 2025	Actual 2024
Revenues			
Property taxes	\$5,746,456	\$5,746,456	\$5,223,742
User fees and charges	33,730	33,115	86,981
Government transfer -Provincial	138,904	138,904	138,904
Investment income	-	27,434	42,719
Development charges	240,552	297,478	248,432
Donations	-	22,048	12,666
	6,159,642	6,265,435	5,753,444
Expenses			
Salaries, wages and benefits	3,415,174	3,243,852	3,005,734
Materials and supplies	645,785	588,247	653,138
Contracted services	1,000	76,840	63,472
Rents and financial expenses	3,000	2,823	820
Interfunctional transfers	1,638,508	1,660,923	1,579,222
Amortization	421,750	391,766	387,434
	6,125,217	5,964,451	5,689,820
Excess revenues over expenses before other	34,425	300,984	63,624
Other expenses			
Loss on disposal of capital assets	-	(1,206)	(18,562)
Excess revenues over expenses	34,425	299,778	45,062
Accumulated surplus, beginning of year	5,792,100	5,792,100	5,747,038
Accumulated surplus, end of year	\$5,826,525	\$6,091,878	\$5,792,100

The accompanying notes are an integral part of these financial statements.

Oxford County Library Board

Statement of Change in Net Financial Assets (Liabilities)

For the year ended December 31, 2025 (comparative figures for year ended December 31, 2024)

	Budget 2025	Actual 2025	Actual 2024
Excess revenues over expenses	\$34,425	\$299,778	\$45,062
Acquisition of tangible capital assets	(344,900)	(248,462)	(374,154)
Amortization of tangible capital assets	421,750	391,766	387,434
Loss on sale of tangible capital assets	-	1,206	18,562
Decrease (increase) in inventory	-	9,478	(2,832)
(Increase) in capital work in progress	-	-	(2,812)
Increase in net financial assets	111,275	453,766	71,260
Net financial assets, beginning of year	1,547,355	1,547,355	1,476,095
Net financial assets, end of year	\$1,658,630	\$2,001,121	\$1,547,355

The accompanying notes are an integral part of these financial statements.

Oxford County Library Board

Statement of Cash Flows

For the year ended December 31, 2025 (comparative figures for year ended December 31, 2024)

	2025	2024
Operating activities		
Excess revenues over expenses (expenses over revenues)	\$299,778	\$45,062
Non-cash changes to operations		
Amortization of tangible capital assets	391,766	387,434
Loss on disposal of capital assets	1,206	18,562
Changes in non-cash operating balances		
Accounts receivable	(203)	2,733
Due from Oxford County	1,090,069	(643,042)
Accounts payable and accrued liabilities	47,150	(21,289)
Deferred revenue	(5,185)	148,933
Inventory	9,478	(2,832)
Net change in cash from operating	1,834,059	(64,439)
Capital activities		
Acquisition of tangible capital assets	(248,462)	(374,154)
(Increase) in capital work in progress	-	(2,812)
Net change in cash from capital	(248,462)	(376,966)
Increase (decrease) in cash	1,585,597	(441,405)
Cash, beginning of year	908,840	1,350,245
Cash, end of year	\$2,494,437	\$908,840

The accompanying notes are an integral part of these financial statements.

Oxford County Library Board

Notes to the Financial Statements

December 31, 2025

1. Significant Accounting Policies

Management's Responsibility for the Financial Statements

The financial statements of the Oxford County Library Board are the representation of management in accordance with accounting policies as recommended by the Public Sector Accounting Board. The preparation of financial statements in conformity with Canadian public sector accounting standards established by the Public Sector Accounting Board "PSAB" of the Chartered Professional Accountants "CPA" Canada requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Actual results could differ from management's best estimates as additional information becomes available in the future.

Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees, and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing once the asset is available for productive use as follows:

Land Improvements	30 to 40 years
Buildings	35 years
Furnishings and fixtures	10 years
Library books	7 years
Machinery and equipment	10 years

Assets under construction are not amortized until the asset is available for use.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt.

Government Transfer

Government transfers from the province or federal government are recognized in the financial statements in the period in which events giving rise to the transfers occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amount can be made.

Revenue Recognition

Revenue is recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Taxation revenues are recognized when the tax is authorized and the taxable event has occurred.

Oxford County Library Board

Notes to the Financial Statements

December 31, 2025

Deferred Revenue

In accordance with PSAB requirements, obligatory reserve funds are reported as a component of deferred revenue. Development charge collections have been segregated, as required by the Development Charges Act, to finance a portion of the cost of growth-related capital projects. Revenue recognition occurs when the library has incurred the expenditure for which the development charges were collected.

Revenues received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general library purposes are accounted for as deferred revenue. The revenue is recognized in the year in which it is used for the specified purpose.

Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, determines the change in net financial liabilities for the year.

2. Deferred Revenue

The deferred revenue balance is comprised of the following:

	2025	2024
Development charges	\$ 664,766	\$ 665,410
Donations	181,950	186,491
	\$ 846,716	\$ 851,901

3. Accumulated Surplus

	2025	2024
Surpluses		
Operating fund	\$ 147,391	\$ 114,714
Invested in tangible capital assets	4,086,638	4,231,148
	4,234,029	4,345,862
Reserves		
Library	1,857,849	1,446,238
	\$ 6,091,878	\$ 5,792,100

Oxford County Library Board

Notes to the Financial Statements

December 31, 2025

4. Budget

The Financial Plan (Budget) By-Law adopted by Council on January 08, 2025 was prepared on a modified accrual basis consistent with the requirements of Section 289 of the Ontario Municipal Act, 2001. The 2025 actuals are reported on a full accrual basis which includes; amortization of, gains and losses on disposal of and certain revenues related to, capital assets, but excludes debt repayment, capital asset costs and transfers of accumulated surplus. This is consistent with the Public Sector Accounting Standard. As a result, the budget figures presented in the Statement of Operations and Accumulated Surplus represent the Financial Plan adopted by Council on January 08, 2025 with adjustments as follows:

	<u>2025</u>
Financial Plan (Budget) By-Law surplus for the year	\$ -
Add:	
Tangible capital assets	344,900
Less:	
Amortization	421,750
Transfers from accumulated surplus	<u>(111,275)</u>
	<u>\$ 34,425</u>

Oxford County Library Board
Schedule of Tangible Capital Assets
As at December 31, 2025

Schedule 1

	Cost Dec 31, 2024	Additions	Disposals	Cost Dec 31, 2025	Accumulated Amortization Dec 31, 2024	Amortization	Disposals	Accumulated Amortization Dec 31, 2025	Net Book Value Dec 31, 2025
General									
Land improvements	530,938	-	-	530,938	241,516	16,817	818	257,515	273,423
Buildings	5,492,307	13,066	2,024	5,503,349	2,403,181	173,212	1,751	2,574,642	2,928,707
Furniture and fixtures	2,189,784	13,278	1,751	2,201,311	2,130,960	5,924	-	2,136,884	64,427
Machinery and equipment	58,666	-	-	58,666	26,218	5,005	-	31,223	27,443
Library books	1,335,653	222,118	208,816	1,348,955	577,137	190,808	208,816	559,129	789,826
Total Tangible Capital Assets	\$9,607,348	\$248,462	\$212,591	\$9,643,219	\$5,379,012	\$391,766	\$211,385	\$5,559,393	\$4,083,826

REPORT TO LIBRARY BOARD

2025 Year End Statistics and Annual Report

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board receives Report 2026-24, 2025 Year End Statistics and Annual Report, for information and discussion.

REPORT HIGHLIGHTS

- Highlighting the key statistics and performance indicators for 2025.
- Providing the Annual Community Report Card that will be circulated to Area Councils through correspondence in the coming days.

IMPLEMENTATION POINTS

Information provided in this report will support the Library's presentation of the 2025 Annual Community Report Card, which will be provided to Area Councils and partner organizations.

Financial Impact

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

Communications

The information within this report has and will be used in reporting to other government organizations and in planning for 2027.

Report 2026-24
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

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 information in this report supports the following strategic goals.

Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
		
	Strategy 2.3 – Plan and implement the expansion of non-traditional services to include more digital resources, access to technology and unique collections.	

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

DISCUSSION

Background

Each year, the Library gathers the previous year's data for the Provincial Annual Survey of Libraries. This data is also used to create our Annual Report Card provided to Area Municipalities and other stakeholders. Annual Report Cards, Attachment 1, will be distributed to stakeholders and available on the Library website in the coming days.

Comments

Valuing Ontario Libraries Toolkit (VOLT)

The Ontario Library Service, Nordik Institute and Algoma University created VOLT to help libraries express their social-economic value to stakeholders. The Toolkit helps libraries analyse their statistics and data collected for the Provincial Annual Survey to calculate the Social Return on Investment (SROI).

Oxford County Library's Social Return on Investment

Report 2026-24
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

Total Socio-Economic Benefit the Library provides Oxford County = \$21,678,707

Using Oxford County's Planning 2025 Community Profile data, that equals:

- \$748 – Economic Benefit per Household
- \$259 – Economic Benefit per Resident
- \$3.80 – Economic Benefit for every dollar of the 2025 Library Levy (\$5.7 Million)
- \$520 – Economic Benefit of every hour the Library is open.

[Economic Benefit by VOLT Service Domains]

Education	Culture	Inclusion & Well Being	Entertainment & Leisure	Economic Development	Civic Engagement	Space
\$1,093,424	\$299,849	\$478,625	\$12,538,626	\$4,757,405	\$8,552	\$2,402,223

The above table provides the economic benefit broken down into VOLT's seven service domains.

Active Library Card Holders

Active card growth slowed to just 1% increase in 2025 over the year previous. Active Cardholders have, however, increased by 24% since 2021.

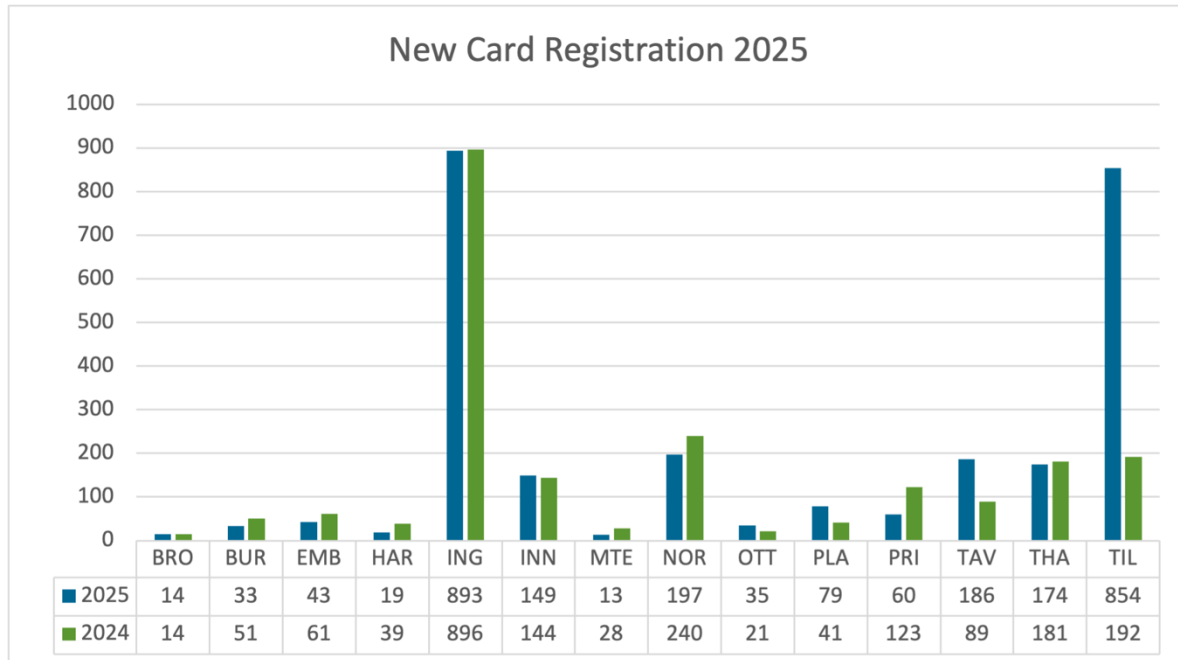
	2021	2022	2023	2024	2025
Active Library Card Holders	16,551	17,691	18,841	20,454	20,594

New Card Holders

New card holders grew significantly in 2025 with a 30% increase overall.

Ox on the Run registered 1009 new cards in 2025, down from the 132 in 2024, but placing them in the top 7 locations for new card registrations in 2025.

Report 2026-24
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026



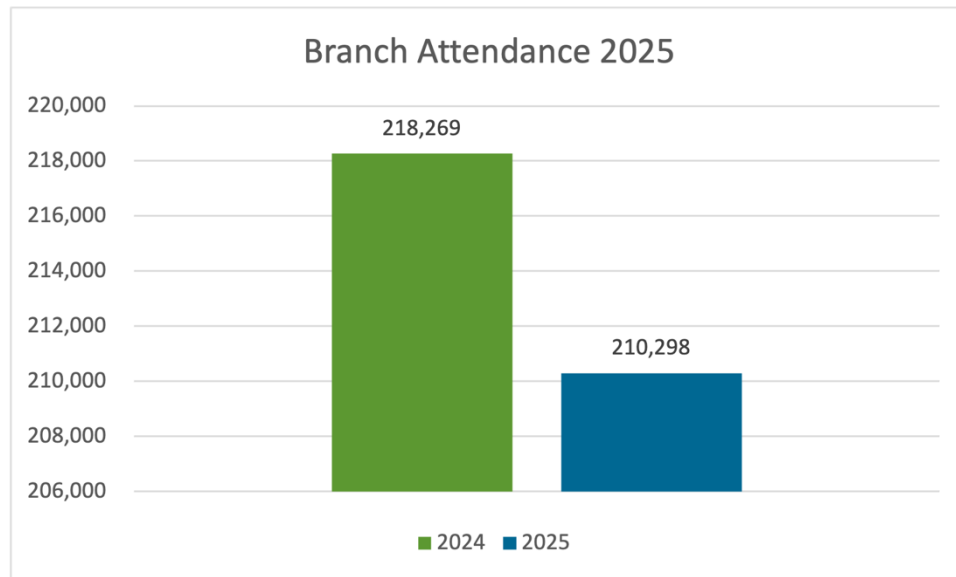
Branches that saw significant new memberships in 2025 include:

Branch	% Change
Otterville	67%
Plattsville	93%
Tavistock	109%
Tillsonburg	345%

Branch Attendance

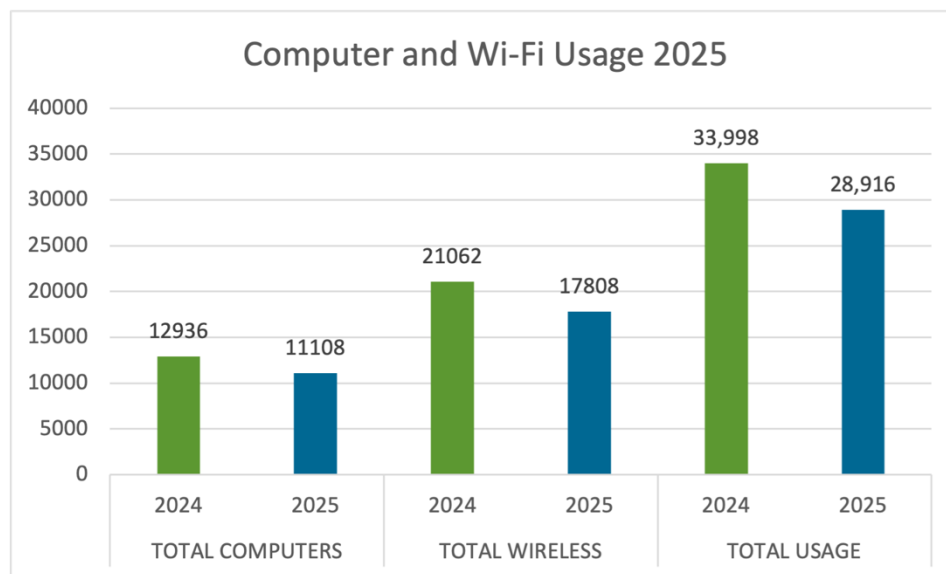
Branch attendance declined by 2.7% in 2025 to 210,298 or roughly 8,000 fewer visitors. Branches anticipate the decline will continue in 2026 with several locations being impacted by road or building construction over the spring and summer months.

Report 2026-24
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026



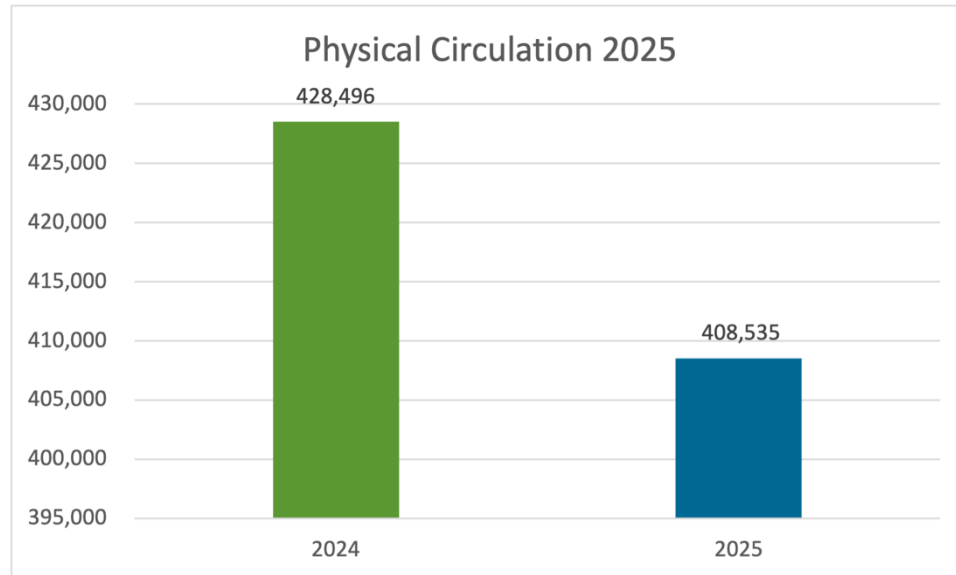
Computer and Wireless Usage

Computer and wireless usage declined in 2025 by 15% overall. Library computer usage fell by 14%, while the use of the wireless system fell by 15%. While modernization of these systems is underway, staff will continue to monitor declines as systems are updated to determine ongoing investment.



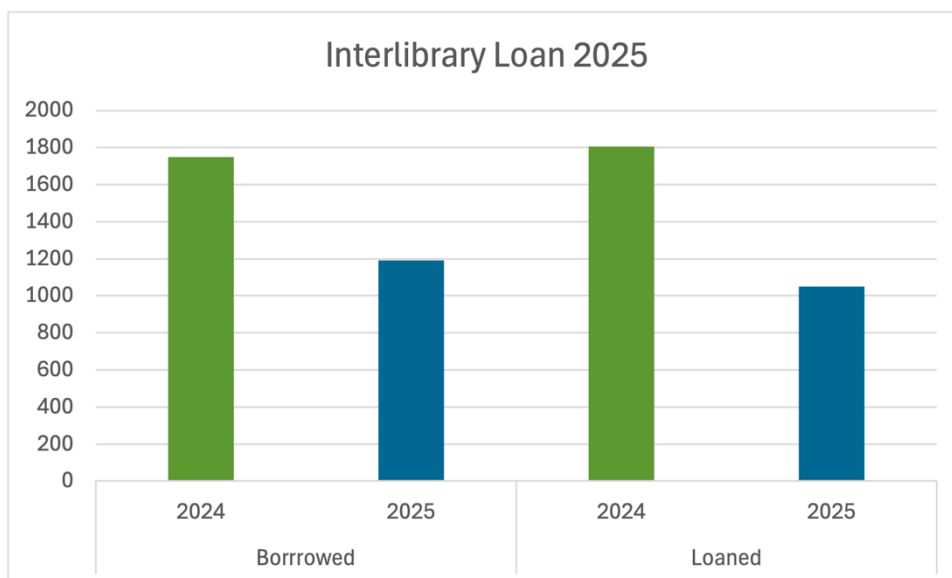
Physical Circulation

Physical circulation saw a continued decline in 2025 of 5% overall, or roughly 20,000 items. Interlibrary loan issues and tighter deselection of the collection likely played a part in the lower circulation. Library staff were also transitioning to new selection roles in 2025 that saw fewer items purchased while staff learned their new roles.



Interlibrary Loan

Interlibrary loan requests in 2025 were significantly down over 2024 by an overall 37%. This decline contributed to the decline in circulation for the year. Issues with the Canada Post Library Shipping Tool were the largest contributing factor to the decline in usage.

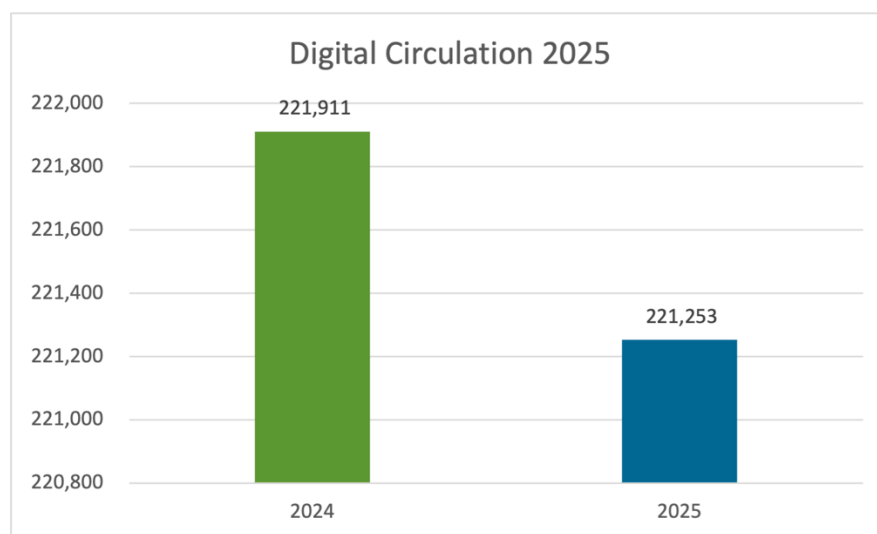


Report 2026-24
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

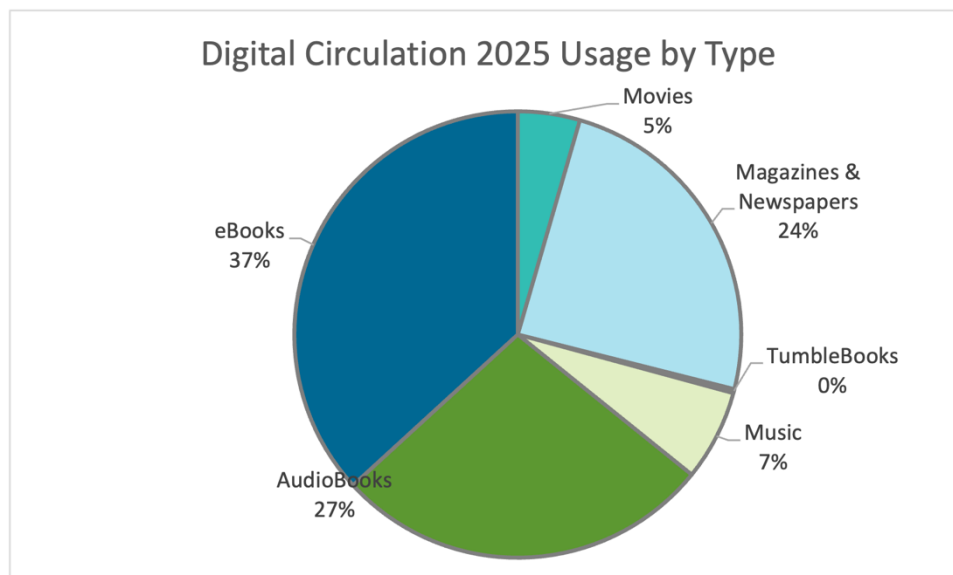
Though the usage decline was significant, the interlibrary loan system continues to provide balanced usage in both borrowing from other libraries and loaning of Oxford material to other systems across Ontario.

Digital Circulation

Overall digital circulation stayed steady at 0% with a slight decline in usage of 658 less items circulating. This is likely due to budget restrictions put in place to control spending in Hoopla. While the product is very well loved, it far exceeds all other digital services in cost. Restrictions were necessary in 2025 to keep the service within budget.



Digital circulation breakdown by type shows eBooks and Audiobooks continue to be the main driver of circulation in 2025, followed by the digital magazine and newspaper collections.



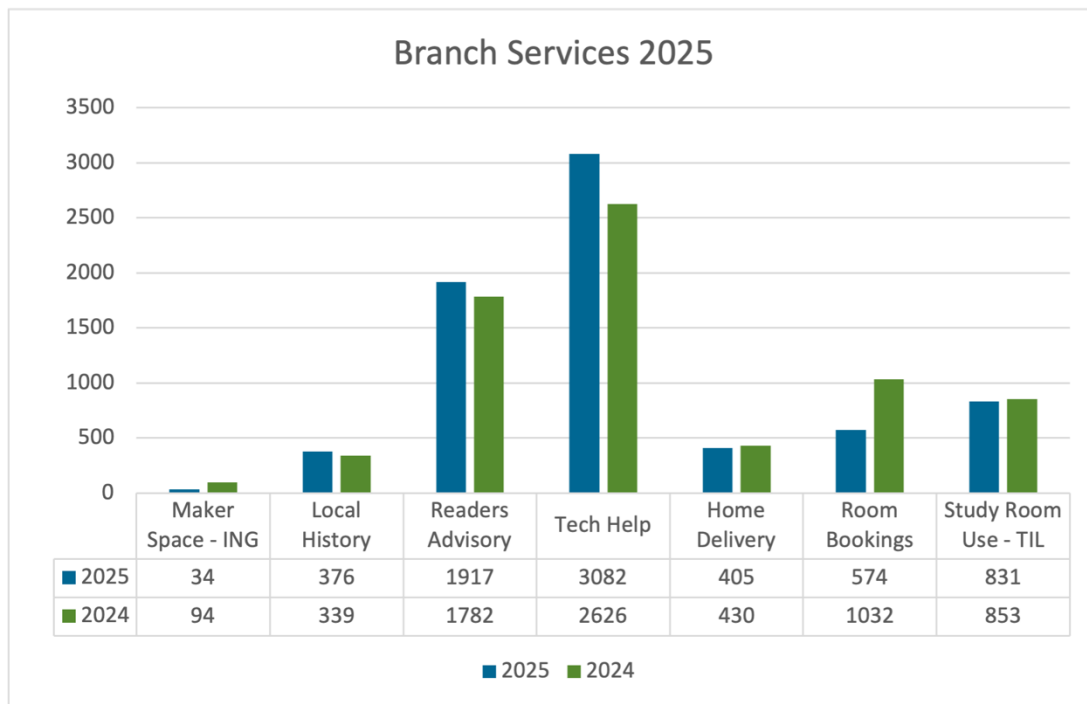
Report 2026-24
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

Branch Services

Branch services continue to be driven by traditional services such as local history requests, readers advisory and tech help.

The Ingersoll Maker Space continued to struggle to meet demand due to staffing issues. In 2026, the branch hopes to increase capacity by reallocating staff time to create a part-time Maker Space Assistant position, while continuing to advocate for a full-time position to take the lead on this space.

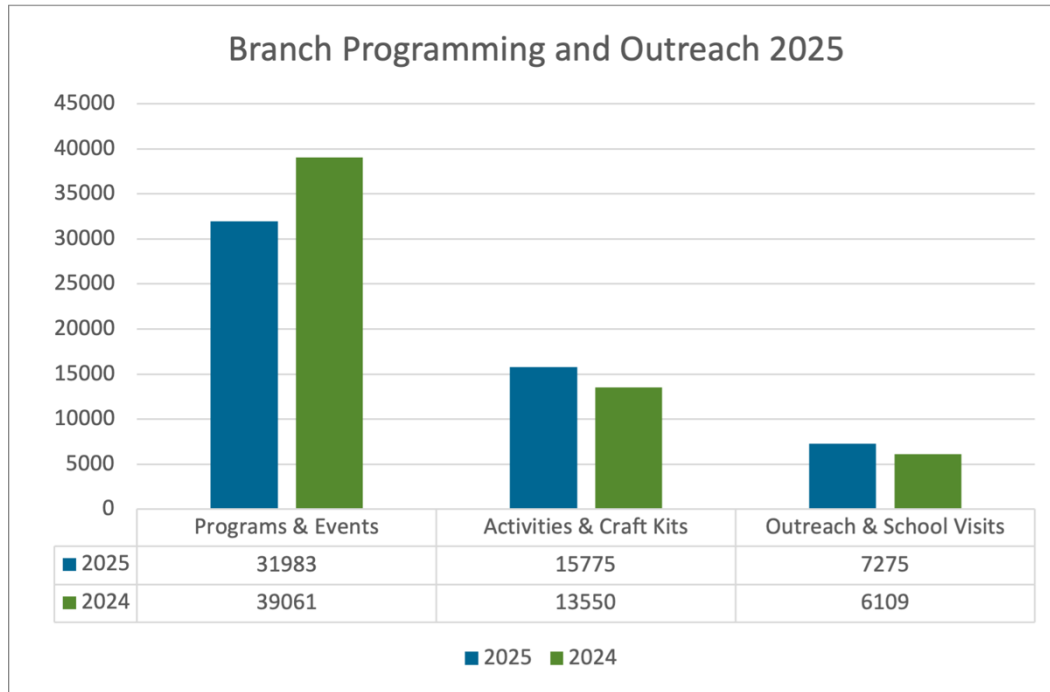
Room bookings were down in 2025 after an 102% increase in 2024 over the year prior.



Branch Programming and Outreach Attendance

Branch programming returned to previous levels in 2025 after a very busy 2024. Still, the 2025 program attendance continued to outpace the 2023 numbers significantly. Staff were unable to sustain the programming levels of 2024, instead refocusing their efforts on passive programming activates and outreach visits to local schools and community events.

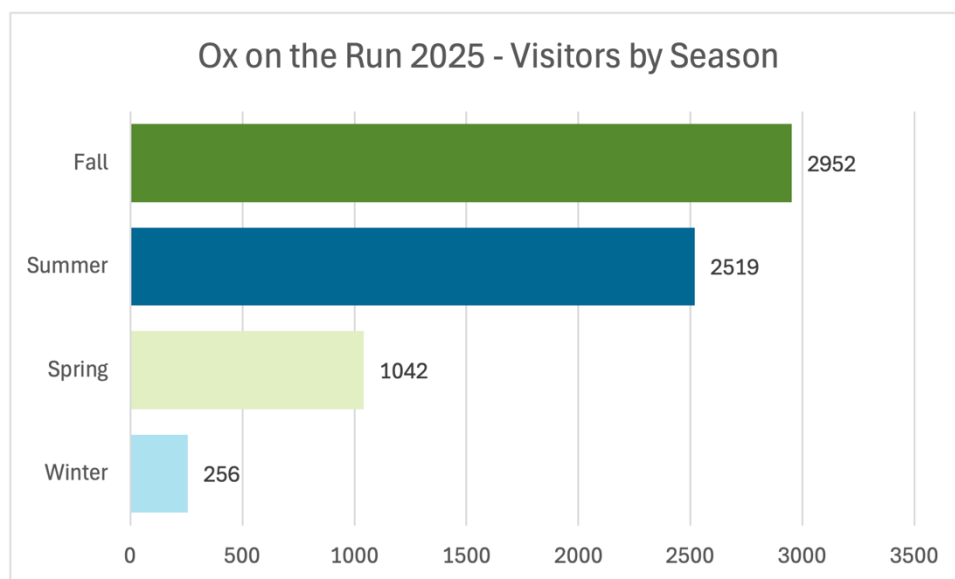
Report 2026-24
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026



Outreach Services

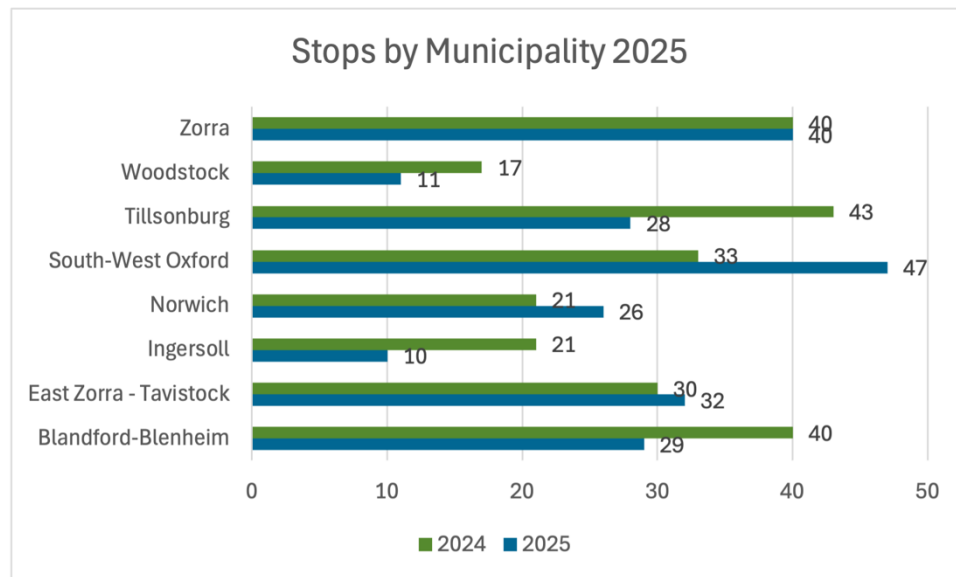
Ox on the Run

In 2025 Ox on the Run saw 6740 visitors to the Bookmobile, an increase of 34% over 2024. Summer and Fall visits were the busiest times of the year, due to the increased stops to attend festivals and events.

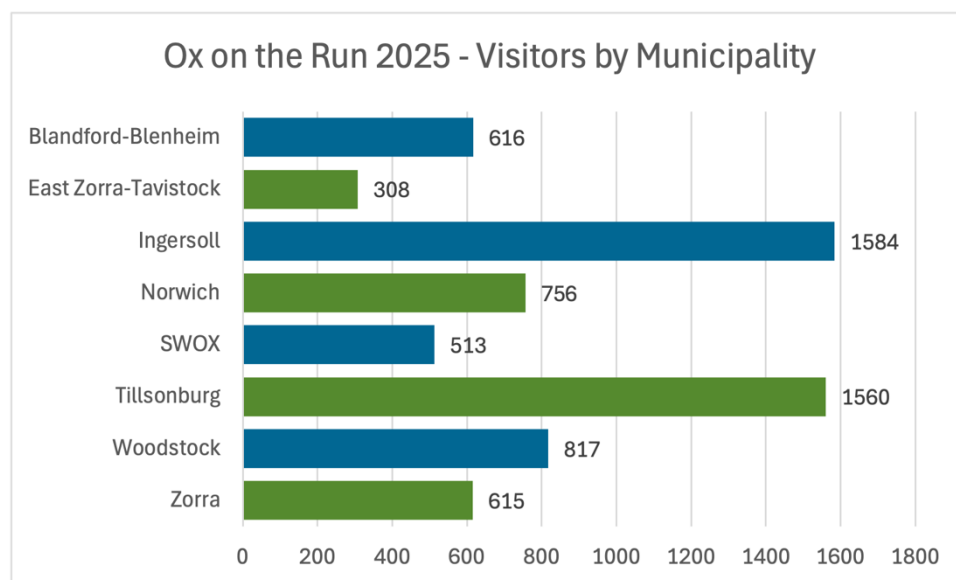


Report 2026-24
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

In 2025, Ox's regular bookmobile and park stops focused on areas without a library location or with a Village branch open 13 hours a week. Ox staff also refocused outreach at festivals, handing off larger events such as Tillsonburg's Turtle Fest to the Branch Services team.



Visitors by Area Municipality shows a different picture, as more visitors attended fewer stops in the larger centers. This is due to the types of stops in those larger centers, as staff focused on events rather than smaller bookmobile stops.



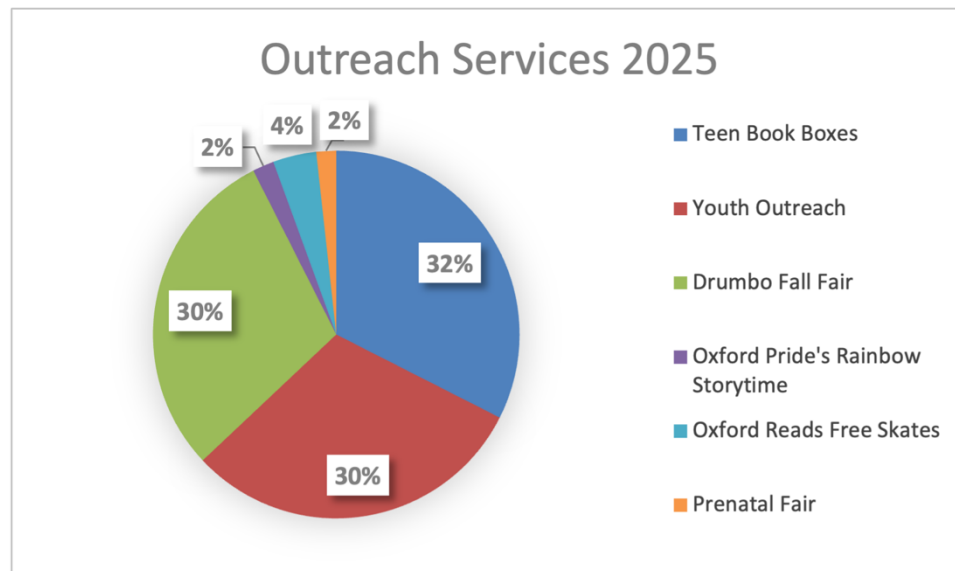
Report 2026-24
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

Outreach Services

Outreach Services, beyond Ox on the Run, focused on several vents and Teen/Youth focused outreach in 2025. Teen book boxes and Youth based outreach to locations such as Brightside Youth Hub and Upper Deck Youth Centre continued to be the focus with 686 book boxes delivered by way of library branch pickups and the Helping Hands Food Bank, and 645 visitors at Youth Focused outreach events.

The Drumbo Fall Fair, where OCL hosted the always popular kids craft tent, was the third most popular Outreach event at 624 visits.

Other events included the Oxford Pride' Rainbow Storytime with 40 visitors, Oxford Reads Free Skate events with 81 in attendance at three events, and the Woodstock Prenatal Fair with 37 visitors to the Library booth.



CONCLUSIONS

The 2025 year-end statistics show a library system struggling to keep up with the expectations of the public. Though statistics were often down in comparison to 2024, Oxford County Library continued to be busy and thriving parts of the communities they serve.

SIGNATURES

Departmental approval:

Original signed by

Lisa Marie Williams
CEO / Chief Librarian

ATTACHMENTS

Attachment 1 2025 Annual Report Cards

2025 ANNUAL REPORT TO THE COMMUNITY



CONNECT



20,594
active users



17,808
wifi uses



210,298
branch attendance



27,118
public
computer uses

DISCOVER



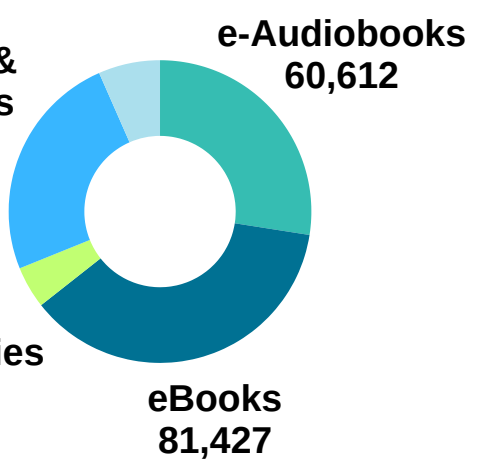
408,535
Physical
materials
borrowed

221,253
Digital
materials
borrowed



**Magazines &
Newspapers**
54,106

Digital TV & Movies
9,922



SHARE

2,138
programs across
14 branches



38,801
participants
attended



↑ 33%
increase in
participants
attending
programs



200
free Oxford
Reads Gala
tickets reserved
on Eventbrite

2,065
“power patrons”
checked out **500 or
more** physical
items



295
book club
sets
borrowed



513 children registered for
Summer Reading Club
setting a new record

5,995 badges earned → **13%**
increase from 2024

BECOME



1,344 total
logins on
BrainFuse
→ **289%**
increase from 2024

1,099 day-use **park
passes** borrowed

→ **120%** increase from 2024



1,192
items borrowed
from other library
systems via
**Inter-Library
Loan**

35 children celebrated
reaching **the 1,000
books** milestone



3,082
Tech Help questions
answered by staff

376 genealogy and
local history research
queries answered



OX ON THE RUN

3,675
items
circulated



154
**Bundles of
Joy** bags
delivered

Connected with
**3,652 kids &
3,020 adults**

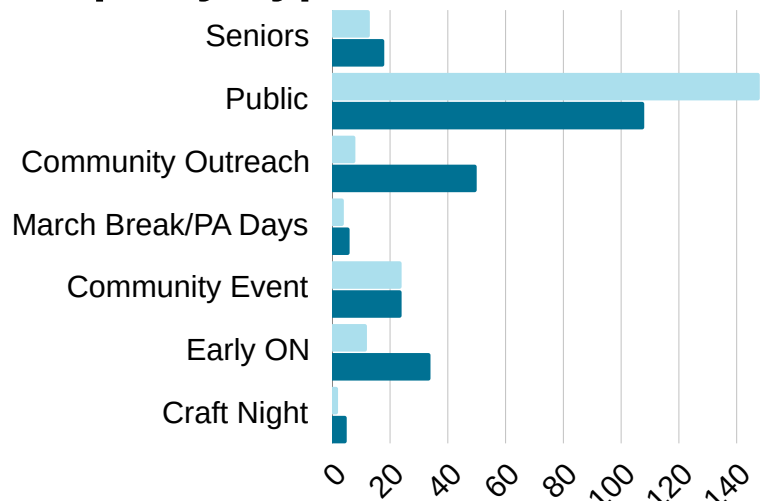
109 library
cards
registered

222
community
stops



Stops by Type

● 2025 ● 2024



ANNUAL REPORT TO THE COMMUNITY

CONNECT



6,413
active users

75,175
branch attendance



6,435
wifi uses



4,444
public
computer uses

SHARE

1,975
Craft & Connect
Kits distributed



231
Home deliveries
to patrons via
**Home Delivery
Service**

6,329
participants
attended
programs at the
**Tillsonburg
Branch.**

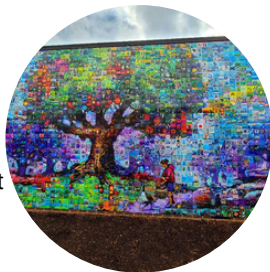
DISCOVER



68,659
Physical
materials
borrowed

BECOME

The Tillsonburg Library had the opportunity to partner with the Downtown BIA, Station Arts Centre and Oxford County staff to bring local and Canada-wide artistic talent to the downtown core through the Global Roots Mural Mosaic Project.



ANNUAL REPORT TO THE COMMUNITY

CONNECT



6,227
active users

58,723
branch attendance



2,514
wifi uses



3,321
public
computer
uses

SHARE

1,345
Craft & Connect
Kits distributed



6,689
participants
attended
programs and
events at the
Ingersoll Branch

30
MakerSpace
appointments

DISCOVER



119,654
Physical
materials
borrowed

BECOME

Ingersoll Library staff teamed up with local emergency services and Oxford County staff to reach 500 excited community members at their annual "Truck or Treat" event.



ANNUAL REPORT TO THE COMMUNITY

CONNECT



2,378
active users

28,582
branch
attendance



3,028
wifi uses



1,758
public
computer uses

SHARE

851
Craft & Connect
Kits distributed

117
Teen Book
Boxes
distributed

3,294
participants
attended
programs at the
Burgessville,
Norwich and
Otterville
Branches.

DISCOVER



93,831
Physical
materials
borrowed

BECOME

Home Delivery ensures patrons remain connected to stories, learning, and community. In 2025 Norwich Branch completed 44 home deliveries to community members.



ANNUAL REPORT TO THE COMMUNITY

CONNECT



1,868
active users

13,629
branch attendance



1,102
wifi uses



342
public
computer uses

SHARE

1,076
Craft & Connect
Kits distributed

27
Home deliveries
to patrons via
Home Delivery
Service

3,250
participants
attended
programs at the
**Embro,
Harrington and
Thamesford
Branches.**

DISCOVER



34,028
Physical
materials
borrowed

BECOME

Harrington Branch and the Coyote Nature School joined together for wonderful partnership of learning about the natural world through hands on activities and access to books. From September to June the Branch completed 67 visits with 895 participants.



ANNUAL REPORT TO THE COMMUNITY

CONNECT



336
active users

4,217
branch attendance



688
wifi uses



431
public
computer uses

SHARE

193
Craft & Connect
Kits distributed

8
Teen Book
Boxes
distributed

1,182
participants
attended
programs at the
**Brownsville and
Mount Elgin
Branches.**

DISCOVER



9,612
Physical
materials
borrowed

BECOME

The Brownsville Branch Coffee and Connect program welcomed 173 participants. This is a monthly partnership with the Brownsville Community Hall Board.



ANNUAL REPORT TO THE COMMUNITY

CONNECT



2,004
active users

14,714
branch
attendance



1,322
wifi uses



179
public
computer uses

SHARE

8
Senior wellness
programs

15
Book Clubs
facilitated using
Book Club Kits

2,711
participants
attended programs
at the **Innerkip and
Tavistock
Branches.**

497
Craft & Connect
Kits distributed

DISCOVER



38,274
Physical
materials
borrowed

BECOME

Tavistock Branch partnered with Tavistock Assistance Program to provide a basic needs shelf with toiletries, cleaning supplies, warm clothing, and food to help community members become more food secure.



ANNUAL REPORT TO THE COMMUNITY

CONNECT



1,332
active users

15,255
branch attendance



939
wifi uses



615
public
computer uses

SHARE

7
Education visits
to local schools

4,243
participants
attended
programs at the
**Plattsville and
Princeton
Branches.**

14
Book Clubs
facilitated using
Book Club Kits

DISCOVER



37,127
Physical
materials
borrowed

BECOME

47 storytimes were offered to help young children become readers, build literacy skills, foster a love of books, and parents/caregivers connect through interactive stories, songs, and activities.



ANNUAL REPORT TO THE COMMUNITY

CONNECT



6,672
visitors

**Permanent
Service**



Pilot Project

SHARE

222
community
stops

109
library
cards
registered

154
**Bundles of
Joy** bags
delivered



DISCOVER



3,675
Physical
materials
circulated

BECOME

"This is a wonderful service as it allows the opportunity for seniors to access library resources safely from their [retirement] home. For many, physically visiting the library would be impossible due to mobility issues, restricted vision, and long-term illness." – Karen Rohrer, Resident Engagement Manager at Harvest Crossing Retirement Home in Tillsonburg



REPORT TO LIBRARY BOARD

Operational Policy Review: Local History Policy

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board approves amendments to the *Local History Policy* as set out in Attachment 1 to Report 2026-25.

REPORT HIGHLIGHTS

- The updated policy was reviewed and revised by the Branch Services Librarians and Digitization and Local History Technicians at the Ingersoll and Tillsonburg branches.

IMPLEMENTATION POINTS

The updated policy will be distributed 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 Operational 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*.

Report 2026-25
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

The information in this report supports the following strategic goals.

Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
		
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.	Strategy 2.3 – Plan and implement the expansion of non-traditional services to include more digital resources, access to technology and unique collections.	

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

DISCUSSION

Background

The current *Local History Policy*, Attachment 3, was passed by the Library Board at the October 20, 2014 meeting. The policy was condensed and simplified as part of the 2021 policy review.

The policy was set for review in 2026 as part of the Policy Review Framework to meet re-accreditation guidelines by the Ontario Public Library Guidelines Council.

Comments

The updated *Local History Policy* includes the following changes:

- Housekeeping and policy format changes.
- **Background Section** was added to the document in alignment with all other Operational Policies. Language from the Purpose section was edited and moved to this section.
- **Purpose Section** was rewritten to align with current policy practice.
- **Definitions Section** was removed, with the information moved to the Procedures section.
- **Procedures Section** was changed significantly.
 - 1.0 Collections
 - 1.3 contains language found in the Definitions Section of the 2021 Policy.
 - 1.4 has been edited to include information originally found in Section 1.6.

Report 2026-25
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

- 1.5 provides clarification on local authors found in the Local History Collection.
- 1.7 includes clarity on copyright and the digitization of materials.
- 1.8 has been edited to reference the Truth and Reconciliation Commission's work and to limit the expectations of the collection to local history.
- Section 2 – Users has been cut from the policy, as the collection is open for all library patrons.
- 2.0 Use of the Collection
 - 2.1 has been expanded to include information that was previously in another area of the policy.
 - 2.3 & 2.4 includes added language on the referral and/or declining of research requests.
- 3.0 Donations
 - 3.1 includes added language and reference to the new Local History Donation Agreement form created by the Digital Literacy and Local History Technicians.
 - 3.2 includes added language referencing the Library's Collection Development Policy.
 - 3.3 & 3.4 includes added language referencing policy and the new form.
- 4.0 Local History and Genealogy Partnerships
 - Section has been renamed from original "Relationship to sources outside the Library".
- 5.0 Research Fees
 - Section has been simplified.
- 6.0 References and Related Documents
 - Section has been added to align with current practice.

CONCLUSIONS

The updated *Local History Policy* is intended to provide Library staff and the public with clear guidelines and expectations for Local History collections at the Oxford County Library.

SIGNATURES

Departmental approval:

Original signed by

Lisa Marie Williams
 CEO / Chief Librarian

ATTACHMENTS

Attachment 1 Local History Policy updated 2026
 Attachment 2 Local History Policy – with tracked changes
 Attachment 3 Local History – Policy 2021



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:	2014-18	Date Approved:	October 20, 2014
Pages:	4	Revision Dates:	November 15, 2021; June 16, 2026

LOCAL HISTORY POLICY

BACKGROUND

Oxford County Library maintains a special collection of materials that help the public and researchers better understand the places, people and events of Oxford's past. The collection is intended to complement, not duplicate, that of the Oxford County Archives.

PURPOSE

This policy outlines the objectives and procedures of the Library's Local History services, including the management of local history collections, the provision of specialized research assistance, and the reproduction of materials within the collection.

PROCEDURES

1.0 Collections

- 1.1 Under the supervision of the CEO/Chief Librarian or designate, Library staff will be responsible for collecting and organizing materials for the local history collection.
- 1.2 Due to the greater availability of space and open hours, and because of the expertise required to assist the public in the use of local history materials, comprehensive local history resources will only be offered in Resource Branch locations. Regional and Village branches may offer secondary source materials about their specific areas of Oxford County.
- 1.3 Oxford County Library will collect materials pertaining to the history of Oxford County and its region, giving priority to items that reveal Oxford's social, civic, religious, economic and cultural past.

Items to be acquired include (but are not limited to):

- 1.3.1 Local research,
- 1.3.2 Oral histories,
- 1.3.3 Cemetery record publications,
- 1.3.4 Original and/or reproductions of photographs and negatives,
- 1.3.5 Monographs,



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:	2014-18	Date Approved:	October 20, 2014
Pages:	4	Revision Dates:	November 15, 2021; June 16, 2026

1.3.6 School yearbooks,

1.3.7 Historical atlases and maps,

1.3.8 Church histories,

1.3.9 Voter's lists and directories/gazetteers.

- 1.4 The Library will consult with the Oxford County Archives and/or local museums to determine the most appropriate repository for original materials of a fragile nature and primary source materials. Museum objects and/or artifacts are generally not acquired, except in limited number for display or interpretation purposes.

Unpublished primary source materials of a fragile nature that are already part of the collection should be transferred to an archival facility for preservation and storage. Selected materials may be copied (print, photographic, microform, or digital) and made available for general use in the libraries.

- 1.5 Writings by local authors that are not about Oxford County or the surrounding region are subject to the Library's Collection Development Policy. Creative works and memoirs may be considered for the local history collection if they contain substantial information about the County's past.
- 1.6 The Library will subscribe to databases relevant to local history and genealogy research as budget resources allow.
- 1.7 Wherever copyright allows, the Library will work alone or in partnership with other organizations to digitize materials to provide greater access to local history information.
- 1.8 The Library acknowledges that the County of Oxford is governed by the Upper Canada Treaties, primarily the Between the Lakes Purchase (Treaty 3) and the Huron Tract Purchase (Treaty 29). The Library will work in alignment with the Truth and Reconciliation Commission of Canada (TRC) and seek to collaborate with Indigenous partners around local history collections and artifacts.

2.0 Use of the Collection

- 2.1 Local history materials may be used in the Library only and will not circulate.



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:	2014-18	Date Approved:	October 20, 2014
Pages:	4	Revision Dates:	November 15, 2021; June 16, 2026

2.1.1 When deemed appropriate, the Library will purchase multiple copies of materials so that duplicate copies may be made available in the circulating collection.

2.1.2 Local History material may be loaned for inter-library use, solely at the discretion of the CEO/Chief Librarian or designate.

2.1.3 In special situations, a short-term loan may be arranged with the approval of the CEO/Chief Librarian.

2.2 Some primary and secondary materials may be indexed individually by library staff or volunteers. Self-service research is facilitated where indices exist (print and/or online).

2.3 Library staff may refer requests for research assistance to other organizations, as deemed appropriate.

2.4 The Library may decline requests for assistance depending on anticipated time costs or access problems.

3.0 Donations

3.1 The Library welcomes donations of local history materials from the community and other sources. Those wishing to donate local history materials will be asked to fill out the Local History Donation Agreement Form, Appendix A.

3.2 Donated items will be reviewed in accordance with the Library's Collection Development Policy. All proposed donations will be assessed by designated Library staff to establish their suitability for the collection. Items may be declined for any reason, including their suitability for the collection, size or condition.

3.3 Donation Agreement Forms will be kept on file permanently. To record the donated items' provenance and transfer of ownership to the Library.

3.4 Donations will be accepted in accordance with the Donations, Sponsorship and Fundraising Policy.

4.0 Local History and Genealogy Partnerships

4.1 The Library will maintain partnerships for cooperation and consultation with local genealogical and historical groups and institutions such as:



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:	2014-18	Date Approved:	October 20, 2014
Pages:	4	Revision Dates:	November 15, 2021; June 16, 2026

4.1.1 Oxford County Archives

4.1.2 Museums throughout Oxford County

4.1.3 Oxford Branch of the Ontario Ancestors

4.1.4 Historical and Heritage Societies throughout Oxford County.

5.0 Research Fees

- 5.1 Individuals or organizations will be provided with up to 30 minutes of staff time per week free from charge for local history research and/or retrieval. The Library reserves the right to limit the frequency and number of research/retrieval requests per individual. Beyond the initial 30 minutes, research fees as outlined in the Oxford County Fees and Charges By-Law may apply.
- 5.2 If the research cannot be completed within the estimated research time, the customer will be notified of any additional fees. If they choose not to pay for additional research, the research completed up until that point will be provided to them.

6.0 References and Related Documents

6.1 Oxford County Library Policies and Forms

- 6.1.1 Oxford County Library. (2022, June). *Collection Development Policy*.
- 6.1.2 Oxford County Library. (2021, May). *Donations, Sponsorships and Fundraising Policy*.

6.2 Oxford County Policies and By-Laws

- 6.2.1 County of Oxford. *Fees and Charges By-Law No. 4889-2007, Schedule A*.
- 6.2.2 County of Oxford.(2023, September). *Donation Policy*.

6.3 Legislation

- 6.3.1 *Copyright Act*, R.S.C., 1985, c. C-42



Local History Material Donation Agreement

Description of donated materials:

Declaration of Donor

I, the undersigned Donor, assert that I have the right to assign absolute and irrevocable title of the materials described above and hereby indemnify the Oxford County Library with respect thereto. I hereby give, transfer, and assign all rights, title, and interest in and to the item(s) described above to the Oxford County Library, including any original copyright that may subsist in the materials.

I, the undersigned Donor, acknowledge that Oxford County Library collections are for educational reference, research, and personal use by the public, and that this donation will be used in support of this mission. I understand and agree that the donated materials may be displayed, digitized, transferred to another institution, or discarded as the Oxford County Library chooses.

Pursuant to the Freedom of Information and Protection of Privacy Act, the Oxford County Library may collect, use, and disclose the name of the undersigned and the fact of the donation in cataloguing, exhibition text, publications, and/or promotional materials.

This agreement shall be binding upon the heirs, executors, administrators, successors, and assigns of the Donor.

Name of Donor: _____

Address of Donor: _____ Email or phone: _____

Signature of Donor: _____ Date: _____

Acknowledgement

The Oxford County Library extends its sincerest gratitude for this donation. Donations like this significantly enhance our collection and help us serve our community.



Internal Use Only

Print name

Position

Signature

Date



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:		Date Approved:	November 15, 2021
Pages:		Revision Dates:	<u>June 16, 2026</u>

LOCAL HISTORY POLICY

BACKGROUND

Oxford County Library maintains a special collection of materials that help the public and researchers better understand the places, people and events of Oxford's past. The collection is intended to complement, not duplicate, that of the Oxford County Archives.

PURPOSE

Oxford County Library maintains a special collection in order to conserve local history and to provide access to unique materials that help researchers, and the public better understand Oxford's past. The collection complements the collections of the Oxford County Archives and will not duplicate those collections. The Library's preferred format for local history materials is digital, in order to ensure greatest access and to facilitate 24/7 self-service research. This policy outlines the objectives and procedures of the Library's Local History services, including the management of local history collections, the provision of specialized research assistance, and the reproduction of materials within the collection.

DEFINITIONS

? Delete section if not needed

2022 policy includes the below

Comprehensive local history collection:

- a) would include items in a variety of formats of local interest, but items to be acquired include but are not limited to:
 - i) Local research
 - ii) Oral histories
 - iii) Cemetery record publications
 - iv) Original and/or reproductions of photographs and negatives
 - v) Monographs
 - vi) School yearbooks
 - vii) Historical atlases and maps
 - viii) Records of local organizations
 - ix) Church Histories
 - x) voter's lists and directories/gazetteers
 - xi) local newspapers if not available on microfilm or digitally.

Commented [MOU1]: This does not belong in a definition section. Should it be kept it will need to be located in the procedures section of the policy.

PROCEDURES

1.0 Collections



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:		Date Approved:	November 15, 2021
Pages:		Revision Dates:	<u>June 16, 2026</u>

- 1.1 ~~U~~Staff, under the supervision of the CEO/Chief Librarian or designate, Library staff will be responsible for collecting and organizing materials for the local history collection.
- 1.2 Due to the greater availability of space and open hours, and because of the expertise required to assist the public in the use of local history materials, comprehensive local history resources will ~~be offered in the Ingersoll and Tillsonburg branches.~~ only be offered in Resource Branch locations. Selected Regional and Village branches other branches may offer secondary source local history materials about their specific areas of Oxford County.
- 1.3 Oxford County Library will collect materials pertaining to the history of Oxford County and its ~~surrounding areas.~~ region. ~~Emphasis is giving priority to items that reveal Oxford's to the acquisition of those items which will contribute to the knowledge of the~~ social, civic, religious, economic and cultural ~~life of the County, both past and present.~~ past.

~~Wherever possible, the Library will purchase multiple copies of materials—one copy will be designated as Local History Reference, and the rest will be available for loan in the circulating collection. The Library will consult with the Archives and/or local museums to determine the most appropriate repository for original materials of a fragile nature and primary source materials. Museum objects and/or artifacts are generally not acquired, except in limited number for display or interpretation purposes. Items to be acquired include (but are not limited to):~~

1.3.1 Local research.

1.3.2 Oral histories.

1.3.3 Cemetery record publications.

1.3.4 Original and/or reproductions of photographs and negatives.

1.3.5 Monographs.

1.3.6 School yearbooks.

1.3.7 Historical atlases and maps.

1.3.8 Church histories.

1.3.9 Voter's lists and directories/gazetteers.

Formatted: Indent: Left: 2.54 cm, No bullets or numbering

Formatted



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:		Date Approved:	November 15, 2021
Pages:		Revision Dates:	<u>June 16, 2026</u>

1.4 The Library will consult with the Oxford County Archives and/or local museums to determine the most appropriate repository for original materials of a fragile nature and primary source materials. Museum objects and/or artifacts are generally not acquired, except in limited number for display or interpretation purposes.

4.3 Unpublished primary source materials of a fragile nature that are already part of the collection should be transferred to an archive's facility for preservation and storage. Selected materials may be copied (print, photographic, microform, or digital) and made available for general use in the libraries.

Formatted: Indent: Left: 2.54 cm, No bullets or numbering

4.1.5 Writings by local authors that are not about Oxford County or the surrounding region are subject to the Library's Collection Development Policy. Works by local authors will be catalogued as such for easy identification and retrieval. Creative works and memoirs may be considered for the local history collection if they contain substantial information about the County's past.

4.5.1.6 The Library will subscribe to databases relevant to local history and genealogy research as budget resources allow.

4.6 Wherever copyright allows, unpublished primary source materials of a fragile nature should be transferred to an archive's facility for preservation and storage. Selected materials could be copied (print, photographic, microform, digital) and made available for general use in the libraries. Wherever possible, primary source materials of potentially significant research interest will be digitized and made available on the library website and a print facsimile added to the library collection.

1.7 The Library will work alone or in partnership with other organizations to undertake the digitization of local history materials in order to provide the public with greater access to local history information.

1.8 The Library will strive to collect and maintain materials pertaining to local Indigenous and minority cultures, historic or current, and will work with Indigenous and minority communities to ensure these materials are stored, used, interpreted and made accessible in a manner that is acceptable to them, showing respect and understanding for the origins and cultural significance of the materials. The Library acknowledges that the County of Oxford is governed by the Upper Canada Treaties, primarily the Between the Lakes Purchase (Treaty 3) and the Huron Tract Purchase (Treaty 29). The Library will work in alignment with the Truth and Reconciliation Commission of Canada (TRC) and seek to collaborate with Indigenous partners around local history collections and artifacts.



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:		Date Approved:	November 15, 2021
Pages:		Revision Dates:	<u>June 16, 2026</u>

~~2.0~~ Users

~~2.1 Researchers, local historians, genealogists including patrons referred from other branches.~~

~~2.2 Teachers and students at all levels~~

~~2.3 Individuals and organizations submitting inquiries in person, by mail, telephone, fax and email.~~

3.02.0 Use of the Collection

2.1 Local history materials may be used in the Library only and will not circulate.

2.1.1 ~~When deemed appropriate, the Library will purchase multiple copies of materials so that duplicate copies of materials likely to be useful for circulation are acquired as funds and availability allow, may be made available in the circulating collection.~~

3.12.1.2 Local History material may be loaned for inter-library use, solely at the discretion of the CEO/Chief Librarian or designate.

3.22.1.3 In special situations, a short-term loan may be arranged with the approval of the CEO/Chief Librarian.

2.2 Some primary and secondary materials ~~may~~must be indexed individually by library staff or volunteers. Self-service research is facilitated where indices exist (print and/or online). ~~Requests for information requiring staff time for retrieval will be done as time and staff resources allow. Genealogical requests may be referred to the Oxford Branch of Ontario Ancestors (formerly the Oxford Genealogical Society). Research requests requiring access to archival records may be referred to the Oxford County Archives. An individual may request one free email look up per week. The Library reserves the right to charge research fees or to refuse to fill the request if the request would require significant staff time.~~

2.3 ~~Library staff may refer requests for research assistance to other organizations, as deemed appropriate.~~

3.32.4 ~~The Library may decline requests for assistance depending on anticipated time costs or access problems.~~

Formatted



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:		Date Approved:	November 15, 2021
Pages:		Revision Dates:	<u>June 16, 2026</u>

4.03.0 Donations

4.43.1 The Library ~~will solicit documentation~~ welcomes donations of local history materials from the community and ~~from other sources. Those wishing to donate local history materials will be asked to fill out the Local History Donation Agreement Form, Appendix A. and welcomes gifts, in accordance with the Library's Collection Development policy.~~

4.23.2 ~~Donated materials~~ items will be reviewed in accordance with the Library's Collection Development Policy. are assessed by designated staff prior to acceptance in order to establish their suitability for the collection All proposed donations will be assessed by designated Library staff to establish their suitability for the collection. ~~Items may be declined for any reason, including their suitability for the collection, size or condition. As the Library's preference is to digitize local history materials as appropriate, a loan arrangement will be encouraged, with the original materials to be returned to the donor or redirected.~~

~~4.3 Some materials may be deemed to be too fragile or bulky to accept. Any problematic items will be discussed with the donor and then returned or redirected.~~

~~4.4 A record of provenance will be kept on file for those items donated to the Library; this clearly indicates that ownership resides with the Library.~~

~~3.3 The Library will have full discretion as to use, display, or disposition of the donated material. Items removed from the collection will be returned to the donor where possible. Donation Agreement Forms will be kept on file permanently. To record the donated items' provenance and transfer of ownership to the Library.~~

~~4.53.4~~ Donations will be accepted in accordance with the Donations, Sponsorship and Fundraising Policy.

~~5.04.0 Relationship to sources outside the Library~~ Local History and Genealogy Partnerships

~~5.14.1~~ The Library will maintain partnerships for c ~~Cooperation and consultation with local architectural, genealogical, and historical groups and institutions such as:~~

5.1.14.1.1 _____ Oxford County Archives

5.1.24.1.2 _____ Museums throughout Oxford County

5.1.34.1.3 _____ Oxford Branch of the Ontario Ancestors

 OXFORD COUNTY LIBRARY BOARD POLICY MANUAL			
Section:	Operational	Chairperson's Signature:	
Board Motion Number:		Date Approved:	November 15, 2021
Pages:		Revision Dates:	<u>June 16, 2026</u>

5.1.44.1.4 Historical and Heritage Societies throughout Oxford County.

6.05.0 Research Fees

~~6.1~~ Individuals or organizations will be provided with up to 30 minutes of staff time per week free from charge for local history research and/or retrieval. The Library reserves the right to limit the frequency and number of research/retrieval requests per individual. Beyond the initial 30 minutes, research fees as outlined in the Oxford County Fees and Charges By-Law may apply.

Formatted: Not Highlight

~~5.1~~

~~6.2~~ The requester will be notified of research fees and the estimated time required to conduct the research.

~~6.3~~ The research will not be undertaken until payment is received.

Formatted: No bullets or numbering

~~6.45.2~~ If the research cannot be completed within the estimated research time, the customer ~~researcher~~ will be notified of any additional fees. If they choose not to pay for additional research, the research completed up until that point will be provided to them.

~~6.5~~ If the estimated research time quoted falls short by 30 minutes or less, the researcher will not be billed for the additional time.

7.06.0 References and Related Documents

6.1 Oxford County Library Policies and Forms

Formatted: Font: Bold

Formatted: Font: Bold

~~6.1.1 Oxford County Library. (2022, June). *Collection Development Policy*.~~

~~6.1.2 Oxford County Library. (2021, May). *Donations, Sponsorships and Fundraising Policy*.~~

6.2 Oxford County Policies and By-Laws

Formatted: Font: Bold

Formatted: Font: Bold

~~6.2.1 County of Oxford. *Fees and Charges By-Law No. 4889-2007, Schedule A*.~~

~~6.2.2 County of Oxford. (2023, September). *Donation Policy*.~~

6.3 Legislation

Formatted: Font: Bold

Formatted: Tab stops: 3.81 cm, Left



**OXFORD COUNTY LIBRARY BOARD
POLICY MANUAL**

Section:	Operational	Chairperson's Signature:	
Board Motion Number:		Date Approved:	November 15, 2021
Pages:		Revision Dates:	<u>June 16, 2026</u>

6.3.1 Copyright Act, R.S.C., 1985, c. C-42

~~7.1 Oxford County Library Policies~~

~~7.2 Oxford County Policies and By Laws~~

~~7.3 Legislation~~

**OXFORD COUNTY LIBRARY
OPERATIONAL POLICY
MANUAL**

SECTION:		APPROVED BY:	Library Board
NUMBER:		SIGNATURE:	
PAGE:		DATE:	November 15, 2021
REFERENCE POLICY:	Collections Development	NEXT REVIEW DATE:	2026

Local History**PURPOSE**

Oxford County Library maintains a special collection in order to conserve local history and to provide access to unique materials that help researchers and the public better understand Oxford's past. The collection complements the collections of the Oxford County Archives, and will not duplicate those collections. The Library's preferred format for local history materials is digital, in order to ensure greatest access and to facilitate 24/7 self-service research.

DEFINITIONS

Comprehensive local history collection:

- a) would include items in a variety of formats of local interest, both primary and secondary. Items to be acquired include but are not limited to:
 - i) Local research
 - ii) Oral histories
 - iii) Cemetery record publications
 - iv) Original and/or reproductions of photographs and negatives
 - v) Monographs
 - vi) School yearbooks
 - vii) Historical atlases and maps
 - viii) Records of local organizations
 - ix) Church Histories
 - x) voter's lists and directories/gazetteers
 - xi) local newspapers if not available on microfilm or digitally.

PROCEDURES**Section 1: Collections**

1. Staff under the supervision of the CEO or designate will be responsible for collecting and organizing materials for the local history collection.
2. Due to the greater availability of space and open hours, and because of the expertise required to assist the public in the use of local history materials, comprehensive local history resources will be offered in the Ingersoll and Tillsonburg branches. Selected

		OXFORD COUNTY LIBRARY OPERATIONAL POLICY MANUAL	
SECTION:		APPROVED BY:	Library Board
NUMBER:		SIGNATURE:	
PAGE:		DATE:	November 15, 2021
REFERENCE POLICY:	Collections Development	NEXT REVIEW DATE:	2026

other branches may offer secondary source local history materials.

3. Oxford County Library will collect materials pertaining to the history of Oxford County and its surrounding areas. Emphasis is given to the acquisition of those items which will contribute to the knowledge of the social, civic, religious, economic, and cultural life of the county, both past and present. Wherever possible, the library will purchase multiple copies of materials – one copy will be designated as Local History Reference, and the rest will be available for loan in the circulating collection. The Library will consult with the Archives and/or local museums to determine the most appropriate repository for original materials of a fragile nature and primary source materials. Museum objects and/or artifacts are generally not acquired, except in limited number for display or interpretation purposes.
4. Writings by local authors that are not about Oxford County or the surrounding area, are subject to the Library's Collection Development Policy. Works by local authors will be catalogued as such for easy identification and retrieval.
5. The Library will subscribe to databases relevant to local history and genealogy research, as budget resources allow.
6. Unpublished primary source materials of a fragile nature should be transferred to an archives facility for preservation and storage. Selected materials could be copied (print, photographic, microform, digital) and made available for general use in the libraries. Wherever possible, primary source materials of potentially significant research interest will be digitized and made available on the library website and a print facsimile added to the library collection.
7. The Library will work alone or in partnership with others to undertake the digitization of local history materials in order to provide the public with greater access to local history information.
8. The Library will strive to collect and maintain materials pertaining to local Indigenous and minority cultures, historic and current, and will work with Indigenous and minority communities to ensure these materials are stored, used, interpreted, and made accessible in a manner that is acceptable to them, showing respect and understanding for the origins and cultural significance of the materials.

Section 2: Users

1. Researchers, local historians, genealogists including patrons referred from other

		OXFORD COUNTY LIBRARY OPERATIONAL POLICY MANUAL	
SECTION:		APPROVED BY:	Library Board
NUMBER:		SIGNATURE:	
PAGE:		DATE:	November 15, 2021
REFERENCE POLICY:	Collections Development	NEXT REVIEW DATE:	2026

branches.

2. Teachers and students at all levels.
3. Individuals and organizations submitting inquiries in person, by mail, telephone, fax, and e-mail.

Section 3: Use

1. Local history materials may be used in the library only and will not circulate. Duplicate copies of materials likely to be useful for circulation are acquired as funds and availability allow. Local History material may be loaned for inter-library use, solely at the discretion of the CEO or designate.
2. In special situations, a short-term loan may be arranged with the approval of the CEO.
3. Some primary and secondary material must be indexed individually by library staff or volunteers. Self-service research is facilitated where indices exist (print and/or on-line). Requests for information requiring staff time for retrieval will be done as time and staff resources allow. Genealogical requests may be referred to the Oxford Branch of Ontario Ancestors (formerly the Oxford Genealogical Society). Research requests requiring access to archival records may be referred to the Oxford County Archives. An individual may request one free e-mail look-up per week. The library reserves the right to charge research fees or to refuse to fill the request if the request would require significant staff time.

Section 4: Donations

1. The Library will solicit donations of local history materials from the community and from other sources and welcomes gifts, in accordance with the Library's Collections Development Policy.
2. Donated materials are assessed by designated staff prior to acceptance in order to establish their suitability for the collection. As the library's preference is to digitize local history materials as appropriate, a loan arrangement will be encouraged, with the original materials to be returned to the donor or redirected.
3. Some materials may be deemed to be too fragile or bulky to accept. Any problematic items will be discussed with the donor and then returned or redirected.

		OXFORD COUNTY LIBRARY OPERATIONAL POLICY MANUAL	
SECTION:		APPROVED BY:	Library Board
NUMBER:		SIGNATURE:	
PAGE:		DATE:	November 15, 2021
REFERENCE POLICY:	Collections Development	NEXT REVIEW DATE:	2026

4. A record of provenance will be kept on file for those items donated to the library; this clearly indicates that ownership resides with the library.
5. The Library will have full discretion as to use, display, or disposition of the donated material. Items removed from the collection will be returned to the donor where possible.

Section 5: Relationship to sources outside the Library

1. Cooperation and consultation with local architectural, genealogical, and historical groups and institutions.
 - a) Oxford County Archives
 - b) Museums throughout the County of Oxford
 - c) Oxford Branch of the Ontario Ancestors
 - d) Historical and Heritage Societies throughout the County of Oxford.

Section 6: Research Fees

1. Individuals or organizations will be provided with up to 30 minutes of staff time free of charge for local history research and/or retrieval. The Library reserves the right to limit the frequency and number of research/retrieval requests per individual. Beyond the initial 30 minutes, research fees as outlined in Section 6 (7) may apply.
2. The requester will be notified of research fees and the estimated time required to conduct the research.
3. The research will not be undertaken until payment is received.
4. If the research cannot be completed within the estimated research time, the researcher will be notified of any additional fees. If they choose not to pay for additional research, the research completed up until that point will be provided to them.
5. If the estimated research time quoted falls short by 30 minutes or less, the researcher will not be billed for the additional time.
6. Research Fees: \$30 per hour, with additional 15 minute intervals billed at a rate of \$10. Fees will include copying/printing of up to 15 pages single-sided, postage and handling. Additional copying and printing will be billed at the established rate.

REPORT TO LIBRARY BOARD

Governance Policy Review: CEO/Chief Librarian Performance Evaluation Policy

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board approves amendments to the CEO/Chief Librarian Performance Evaluation Policy as set out in Attachment 1 to Report 2026-26.

REPORT HIGHLIGHTS

- The updated *CEO/Chief Librarian Performance Evaluation Policy*, Attachment 1, has been updated to better reflect the County's performance evaluation procedures and to include changes based on feedback received from Board members and staff during the 2025 evaluation process.
- A tracked-changes version of the policy has been included as Attachment 2.

IMPLEMENTATION POINTS

The updated *CEO/Chief Librarian Performance Evaluation Policy* will be distributed once approved and will be implemented during the 2026 evaluation period.

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 Governance Policy section.

Report 2026-26
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

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 information in this report supports the following strategic goals.

Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
		
Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.		

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

DISCUSSION

Background

The current *CEO/Chief Librarian Performance Appraisal Policy*, Attachment 2, was reviewed and updated as part of the 4-year review cycle by the Library Board at the September 17, 2024 meeting. The 2024 update provided housekeeping changes and a clearer Purpose statement. Report 2024-40 included information that staff were awaiting a new County performance appraisal form and procedures that may require future updates to the policy.

Comments

The updated *CEO/Chief Librarian Performance Evaluation Policy*, Attachment 1, has been reviewed and updated to include the following changes:

- Housekeeping changes to new policy format.
- Title change to reflect the County corporate policy and framework.
- Procedure Section
 - Inclusion of the CEO/Chief Librarian in the evaluation meeting.

Report 2026-26
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

- Changes to reporting requirements to the Library Board.
- Updated language around next steps after evaluation.
- Updated References and Related Documents section, to include County Performance Management policy and tools.

CONCLUSIONS

The updated *CEO/Chief Librarian Performance Evaluation Policy* will provide the Board, the CEO/Chief Librarian and the Director of Human Resources and Corporate Services with clear guidelines and expectations to support the evaluation process.

SIGNATURES

Departmental approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 CEO/Chief Librarian Performance Evaluation Policy Update, 2026
Attachment 2 CEO/Chief Librarian Performance Evaluation Policy Update, 2026 w/ Tracked Changes
Attachment 3 CEO/Chief Librarian Performance Appraisal Policy, 2024.
Attachment 4 Oxford County Performance Management Policy, 2025.
Attachment 5 Oxford County Performance and Development Check-In Tool, 2025
Attachment 6 Oxford County Performance Management Framework, 2026.

 OXFORD COUNTY LIBRARY BOARD POLICY MANUAL			
Section:	Governance	Chairperson's Signature:	
Board Motion Number:	2022-04	Date Approved:	March 21, 2022
Pages:	2	Revision Dates:	September 17, 2024 June 16, 2026

CEO / CHIEF LIBRARIAN PERFORMAMNCE EVALUATION POLICY

BACKGROUND

The CEO/Chief Librarian Performance Evaluation is a documented evaluation of achievements and actions over the previous year. It provides an opportunity to review performance on a regular basis and to set objectives for the future. It is best practice to undertake an annual review of the CEO/Chief Librarian's performance to ensure continued alignment, understanding and expectations of the Library Board.

The annual performance evaluation is part of an ongoing performance management process by which the Library Board and the CEO/Chief Librarian work together to plan, monitor and review the work objectives and overall contribution to the Library. This is part of a continuous process of setting objectives, assessing progress and providing on-going feedback.

PURPOSE

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

PROCEDURES

1.0 Performance Evaluation Process

- 1.1 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 Human Resources and Corporate Services for the County of Oxford along with a Performance Evaluation Committee acting on behalf of the Board and conducted with the CEO/Chief Librarian.
- 1.2 The Performance Evaluation Committee shall consist of the Chairperson or Vice-Chairperson, one other member of the Board and the County's Director of Human Resources and Corporate Services. The review will be conducted in confidence with the CEO by the Performance Evaluation Committee.
- 1.3 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 and Development Check-in Tool for non-union employees.



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Governance	Chairperson's Signature:	
Board Motion Number:	2022-04	Date Approved:	March 21, 2022
Pages:	2	Revision Dates:	September 17, 2024 June 16, 2026

- 1.4 Upon completion of the CEO/ Chief Librarian's annual performance evaluation, the Director of Human Resources and 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.
- 1.5 Based on a positive performance evaluation, the CEO/Chief Librarian will receive a salary increase until they reach the top rate of the salary grid. If performance does not meet expectations, the Performance Evaluation Committee shall clearly outline to the CEO where performance improvements are expected and that another performance evaluation will be conducted in approximately 3 months. If no improvement is demonstrated after the 3-month period, another performance evaluation will be completed in approximately 3 months time. If, after the third performance evaluation, the CEO is still unable to demonstrate improved performance, Council shall consider further action as necessary.

2.0 References and Related Documents

2.1 Oxford County By-Laws, Policies and Forms

- 2.1.1 County of Oxford. (November, 2025). *Performance Management Policy*, 5.08.
- 2.1.2 County of Oxford. (November, 2025). *Performance and Development Check-In Tool*.
- 2.1.3 County of Oxford. (November, 2025). *Performance Management Framework*.

		OXFORD COUNTY LIBRARY BOARD POLICY MANUAL	
Section:	Governance	Chairperson's Signature:	
Board Motion Number:	2022-04	Date Approved:	March 21, 2022
Pages:	2	Revision Dates:	September 17, 2024 June 16, 2026

Formatted: Space Before: 0 pt

CEO / CHIEF LIBRARIAN PERFORMAMNCE ~~APPRIASAL~~ EVALUATION POLICY

~~BACKGROUND~~BACKGROUND

The CEO/Chief Librarian Performance Evaluation is a documented evaluation of achievements and actions over the previous year. It provides an opportunity to review performance on a regular basis and to set objectives for the future. It is best practice to undertake an annual review of the CEO/Chief Librarian's performance to ensure continued alignment, understanding and expectations of the Library Board.

The annual performance evaluation is part of an ongoing performance management process by which the Library Board and the CEO/Chief Librarian work together to plan, monitor and review the work objectives and overall contribution to the Library. This is part of a continuous process of setting objectives, assessing progress and providing on-going feedback.

~~PURPOSE~~

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

~~PROCEDURES~~

1.0 Performance ~~Appraisal Procedure~~ Evaluation Process

- 1.1 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 Human Resources and Corporate Services for the County of Oxford along with a

 OXFORD COUNTY LIBRARY BOARD POLICY MANUAL			
Section:	Governance	Chairperson's Signature:	
Board Motion Number:	2022-04	Date Approved:	March 21, 2022
Pages:	<u>2</u>	Revision Dates:	<u>September 17, 2024</u> <u>June 16, 2026</u>

Formatted: Space Before: 0 pt

Performance ~~Appraisal-Evaluation~~ Committee acting on behalf of the Board and conducted with the CEO/Chief Librarian.

~~4.2~~ The Performance Evaluation Committee shall consist of the Chairperson or Vice-Chairperson, one other member of the Board and the County's Director of Human Resources and Corporate Services. The review will be conducted in confidence with the CEO by the Performance Evaluation Committee.

1.2

~~1.3~~ 1.3 ~~CEO P~~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 and Development Check-in Tool for non-union employees. ~~These tools shall be used to rate the CEO on executive qualities such as leadership, communication, and administration.~~

Formatted: Font: (Default) Arial, 14 pt, Font color: Custom Color(RGB(41,37,38))

Formatted: List Paragraph, Outline numbered + Level: 2 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 1 cm + Tab after: 2.27 cm + Indent at: 2.27 cm

Formatted: Font: (Default) Arial, 11 pt

Formatted: List Paragraph, Space Before: 0 pt, After: 0 pt, Adjust space between Latin and Asian text, Adjust space between Asian text and numbers

Formatted: List Paragraph, Outline numbered + Level: 2 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 1 cm + Tab after: 2.27 cm + Indent at: 2.27 cm

~~4.3~~ 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.

1.4 Upon completion of the CEO/ Chief Librarian's annual performance appraisalevaluation, the Director of Human Resources and 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.

~~4.4~~ 1.5 ~~Following the evaluation, the CEO/Chief Librarian will be informed of the performance rating.~~

~~If job expectations are met,~~Based on a positive performance evaluation, the CEO/Chief Librarian will receive a salary grid increase ~~unless the top of the salary grid has previously been achieved until they reach the top rate of the salary grid.~~

Formatted: List Paragraph, Space Before: 6 pt, After: 6 pt, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 1.27 cm + Indent at: 2.16 cm

Formatted: Font: Arial, 11 pt, Font color: Auto

 OXFORD COUNTY LIBRARY BOARD POLICY MANUAL			
Section:	Governance	Chairperson's Signature:	
Board Motion Number:	2022-04	Date Approved:	March 21, 2022
Pages:	<u>2</u>	Revision Dates:	September 17, 2024 June 16, 2026

Formatted: Space Before: 0 pt

If performance does not meet expectations, the Performance Evaluation Committee shall clearly outline to the CEO where performance improvements are expected and that another performance evaluation will be conducted in approximately 3 months time. If no improvement is demonstrated after the 3-month period, another performance evaluation will be completed in approximately 3 months time. If, after the third performance evaluation, the CEO is still unable to demonstrate improved performance, Council shall consider further action as necessary. 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.

2.0 References and Related Documents

2.1 Oxford County By-Laws, Policies and Forms

2.1.1 County of Oxford. (November, 2025). *Performance Management Policy*. 5.08.

2.1.2 County of Oxford. (November, 2025). *Performance and Development Check-In Tool*.

2.1.3 County of Oxford. (November, 2025). *Performance Management Framework*.

~~4.5.1 If no improvement is shown at the second performance review a third performance review shall be undertaken after another three month period.~~

Formatted: Space Before: 6 pt, After: 6 pt

~~4.5.2 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.~~



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL - GOVERNANCE

Board Motion Number:	2022-04	Date of Review:	September 17, 2024
Date Approved:	March 21, 2022	Chairperson's signature:	Original signed by: Julia Harris, Board Chair

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



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

Board Motion Number:	2022-04	Date of Review:	September 17, 2024
Date Approved:	March 21, 2022	Chairperson's signature:	Original signed by: Julia Harris, Board Chair

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.

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.

 GENERAL POLICY MANUAL			
SECTION:	Personnel	APPROVED BY:	County Council
NUMBER:	5.8	SIGNATURE:	Original signed by: Ben Addley, CAO
PAGE:	1 of 2	DATE:	December 10, 2008
REFERENCE POLICY:		REVISED:	December 10, 2019 November 2025

Performance Management

POLICY

Performance management is a critical leadership responsibility and is an ongoing process that involves planning, developing, coaching, providing feedback and evaluating employee performance. Through regular, objective feedback, leaders coach and support employees in their personal and professional growth and help them achieve personal, division, department and organization goals and expectations. Performance management is not simply an annual event. Leaders are continually expected to collaborate with staff to set clear expectations and goals, provide ongoing monitoring and coaching, offer feedback, support development, and recognize achievements.

The goals of the County's performance management framework are:

- To help ensure that the quality and quantity of work performed by employees best meets the County's expectations;
- Foster regular, open, and honest conversations between leaders and employees to build trust, strengthen relationships, and support ongoing feedback;
- To offer the leader and employee the opportunity to develop a set of goals and expectations that are aligned with department and organizational objectives;
- To provide the opportunity for the supervisor and employee to reflect on the employee's past performance and future development; 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 probation period that is outlined in their non-union manual, collective agreement or employment offer. Every employee meets with their supervisor at least once during the probation period and again near the conclusion of the probation period; however, the leader may establish more regular check in meetings.
- 2.0 Following successful completion of the probationary period, leaders meet with employees annually to complete the Performance and Development Check-in Tool. Departments can work with human resources to develop job specific forms to meet any

		GENERAL POLICY MANUAL	
SECTION:	Personnel	APPROVED BY:	County Council
NUMBER:	5.8	SIGNATURE:	Original signed by: Ben Addley, CAO
PAGE:	2 of 2	DATE:	December 10, 2008
REFERENCE POLICY:		REVISED:	December 10, 2019 November 2025

Ministry or position requirements.

- 3.0 During the annual performance and development check-in the leader and employee will also review the employee's job profile to ensure it remains accurate. If the position has multiple incumbents, all incumbents should be given the opportunity to review the job profile. The leader is to obtain second level approval and forward any necessary changes to Human Resources. Once the job profile has been updated, Human Resources will send a copy back to the leader and employee.
- 4.0 Employees who did not meet performance 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 check-in meeting at a later date determined by their leader, 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 performance expectations may have a follow up performance check-in meeting at a later date or be placed on a PIP. Human Resources should be consulted prior to placing any employee on a PIP or delaying a grid increase.
- 7.0 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.



Performance and Development Check-in Tool

Employee Name		Supervisor's Name	
Job Title		Supervisor's Title	
Division		Department	
Check-in Period		Date of Last Check-in	

Section 1: Your Role

1. What aspects of your work have energized or motivated you the most over the past year?

Employee-Leader Discussion Summary

2. How have you felt about your workload, priorities and expectations?

Employee-Leader Discussion Summary

3. What were the biggest challenges faced in the role this year? Looking forward, what potential challenges do you foresee, and how can we work together to address them proactively?

Employee-Leader Discussion Summary

Section 2: Competency Framework

1. Considering Oxford County's competency framework, which area(s) are your strengths? [Click Link Here](#)

Employee-Leader Discussion Summary

2. Considering Oxford County's competency framework which area(s) do you feel need improvement or further development?

Employee-Leader Discussion Summary

Section 3: Goal Setting

1. Reflecting on your goals and accomplishments from the previous year, what did you achieve? If any goals were not met, what challenges or obstacles contributed to this?

Employee-Leader Discussion Summary

2. Collaborate with your leader to define your goals* for the upcoming year. What support do you require from your leader to achieve these goals?

**Goals should be aligned to department/division business plan, operational plans, key performance indicators (KPIs) and/or job-specific standards.*

Employee-Leader Discussion Summary

3. Do you have any career development goals that you would like to discuss? (If yes, also consider completing an Individual Development Plan.)

Employee-Leader Discussion Summary

Section 4: Continuous Improvement

1. Do you have any suggestions for improving processes, team dynamics, or overall effectiveness of the division, department, or organization?

Employee-Leader Discussion Summary

2. What can the organization and/or your leader do to help you be most successful? (Consider training, technology, processes, resources, etc.)

Employee-Leader Discussion Summary

Performance Summary – Leader

Provide an overall assessment of employee performance over the past year.

Other Discussion (if required)

Employee-Leader Discussion Summary

Signatures

Employee Signature*

Supervisor/Manager Signature

2nd Level Signature

Date Completed

*Employee signature does not necessarily signify agreement with all the discussion; it means the discussion has been captured accurately as above. E-signatures are acceptable.

Please send this completed and signed form in PDF format to hr@oxfordcounty.ca



Framework

Performance management is an ongoing process that involves planning, developing, coaching, providing feedback, and evaluating employee performance. It is a critical leadership responsibility that fosters employee growth and aligns individual efforts with organizational goals.

Effective performance management is not a one-time annual event but a continuous process of setting expectations, monitoring progress, offering guidance, and recognizing achievements. By providing regular, objective feedback, leaders support employees in their personal and professional development while driving departmental and organizational success.

When done well, performance management enhances communication between leaders and employees, strengthens engagement, and helps individuals understand how their roles contribute to broader strategic objectives.



Questions?

Please contact Human Resources at hr@oxfordcounty.ca

Performance Management Framework

STAGE		EXPECTATIONS OF LEADERS	TOOLS AND RESOURCES*
Performance Plan What are we holding employees accountable to?	Define performance expectations and work with employees to set individual goals in alignment with: • Job Profile • Competency Framework • Oxford County Strategic Plan • Corporate Policies and Procedures • Department and division: - Annual business plan and budget - Operational plans - Standards and/or key performance metrics	• Define performance expectations on an ongoing basis • Ensure job clarity and expectations are known and communicated • Complete annual Performance and Development Check-in tool with employees	• Annual Performance and Development Check-in Tool and Process Guide • Leader Guide: Coaching and Providing Feedback For new employees: • Onboarding tools • Probationary Period Check in Tool • Leader Guide: Managing Probation Periods • New employee orientation and leadership fundamentals training
Monitor, Coach, Provide Feedback	Monitor and track performance against stated goals, operational plans, department/division standards, competency framework, etc.	• Regular and ongoing conversations with staff • Regular and timely feedback and coaching • Annual documented Performance and Development Check-in form	• Annual Performance and Development Check-in Tool • Leader Guide: One-on-One meetings • Leader Guide: Coaching and Providing Feedback • Leader Guide: Managing Probation Periods
Grow and Develop	Address performance concerns	• Address performance concerns when they arise • Do not wait for an annual evaluation	• Annual Performance and Development Check-in Tool • Performance Improvement Plan (PIP) • Progressive Discipline Policy and Process <i>Please consult with HR on appropriate next steps to address performance concerns</i>
	Develop staff	• Support staff in their development goals • Succession planning • Provide positive on-going feedback	• Individual Development Plan (IDP) • Oxford Grows Courses • Oxford Leads Emerging Leader Program • Oxford Leads Leadership Development Program • Talent Conversation Tool and Guide • Tuition Reimbursement Policy • Conference and Workshop Attendance (Employee Expense Policy)
Celebrate and Recognize Success	Celebrate and recognize success and positive performance	• Celebrate and recognize success and positive performance • Provide positive on-going feedback	• Recommend leadership development programs through talent conversations or application process • Award of Excellence nomination • Division or department recognition practices

REPORT TO LIBRARY BOARD

South-West Oxford – Mount Elgin Branch Memorandum of Understanding

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board receives Report 2026-27 for information and discussion;
2. And further, that the Library Board endorses the draft Memorandum of Understanding, Attachment 1 to Report 2026-27, regarding the proposed future library space within the new Municipal Office, Library and Child Care facility in Mount Elgin;
3. And further, that the Library Board authorize the CEO/Chief Librarian to execute the Memorandum of Understanding, subject to any minor administrative or legal revisions satisfactory to the Oxford County Council and South-West Oxford Township Council.

REPORT HIGHLIGHTS

- To provide an update on the proposed relocation of the Mount Elgin Branch to a new integrated Municipal Building being developed by South-West Oxford Township.
- To provide the Library Board with the Draft Memorandum of Understanding for the proposed relocation.

IMPLEMENTATION POINTS

Financial Impact

There is no financial impact beyond what has been approved in the current year's operating budget. Major budget impacts would be anticipated for 2028 or beyond based on anticipated occupancy dates.

**Report 2026-27
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026**

Communications

Library staff will liaise with partners at the County and Township level based on the Library Board's direction.

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 information in this report supports the following strategic goals.

Strategic Goals and Strategies

GOAL 1	GOAL 2	GOAL 3
 Sustain service excellence	 Grow engagement and member relationships	 Innovate access to service
Strategy 1.1 – Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.		Strategy 3.1 – Plan, design, and implant a Programs and Services Accessibility Strategy to make OCL inclusive and accessible to all residents.

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

DISCUSSION

Background

At the March 25, 2026 meeting of the Library Board, the CEO/Chief Librarian was given direction to pursue the development of a Memorandum of Understanding between South-West Oxford Township, the Library Board, and Oxford County.

The Board also directed the CEO/Chief Librarian to cooperate with Township staff on the detailed design of the building to provide feedback on the potential new library space.

At the May 19, 2026 South-West Oxford Township Council meeting, the following resolution was passed:

Report 2026-27
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: June 16, 2026

RESOLVED THAT the Council of the Township of South-West Oxford receive report CAO 2702026: Update – Oxford County Library Board Resolution re; Mount Elgin Municipal Facility as information;

AND FURTHER THAT Council endorse the draft Memorandum of Understanding attached as Appendix ‘A’ regarding the proposed future library space within the new Municipal Office, Library and Child Care facility in Mount Elgin;

AND FURTHER THAT Council authorize the Mayor and CAO to execute the Memorandum of Understanding, subject to any minor administrative or legal revisions satisfactory to the CAO and Chief Librarian, Oxford County Library.

Comments

Library staff have been attending regular meetings with Township staff, architects and construction staff to prepare for the multi-use building in Mount Elgin. Attachment 1 to this report provides the Library Board with the latest designs for the space.

Attachment 2 provides the Memorandum of Understanding provided by the Township of South-West Oxford.

CONCLUSIONS

Library Staff request the approval of the Library Board to proceed with the MOU as attached. Once approved, the MOU will be provided to the Oxford County CAO's office for further review.

SIGNATURES

Departmental approval:

Original signed by

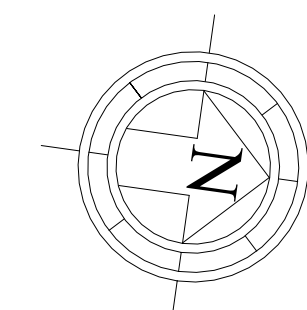
Lisa Marie Williams
 CEO/Chief Librarian

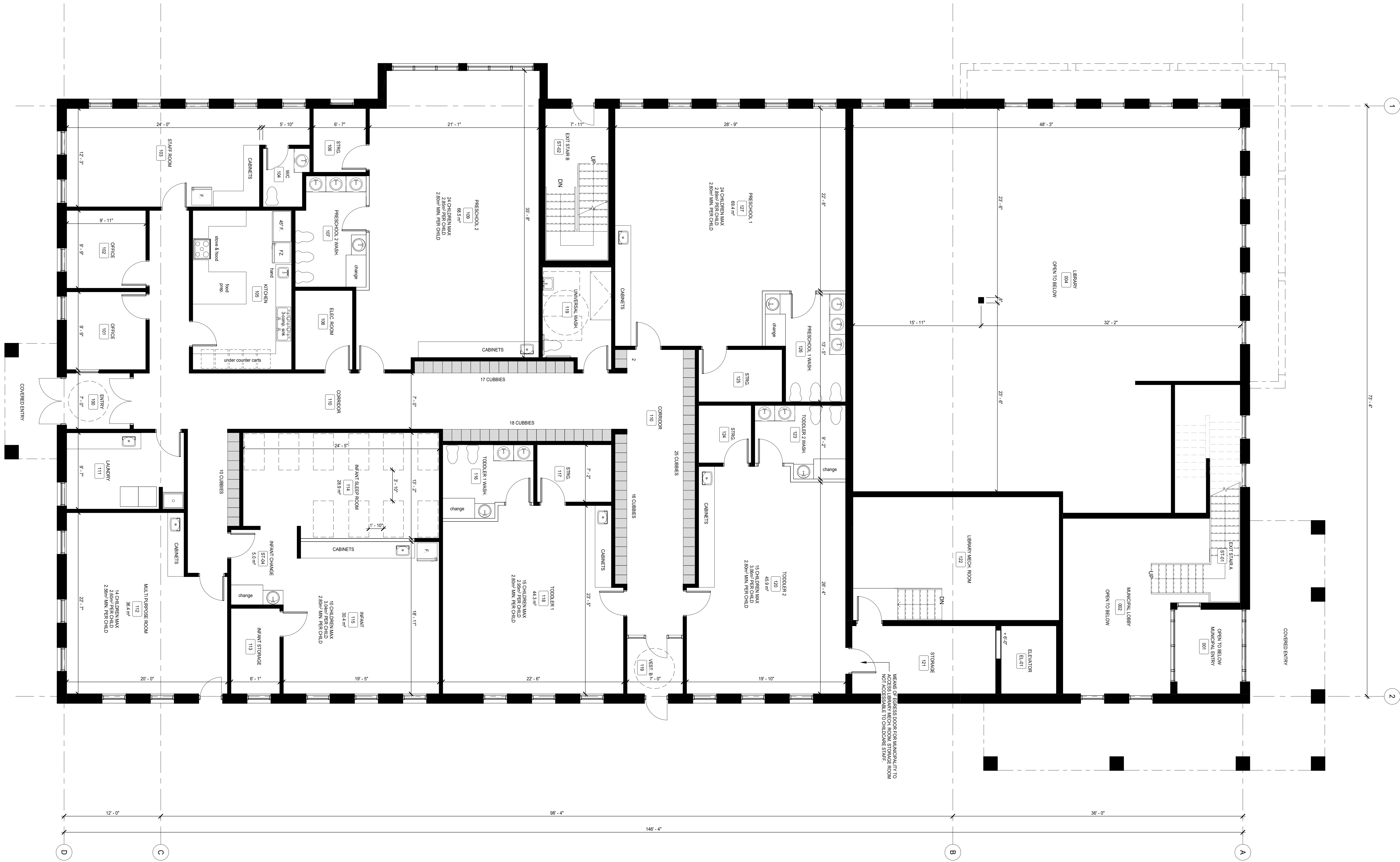
ATTACHMENTS

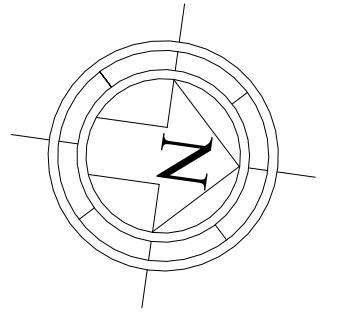
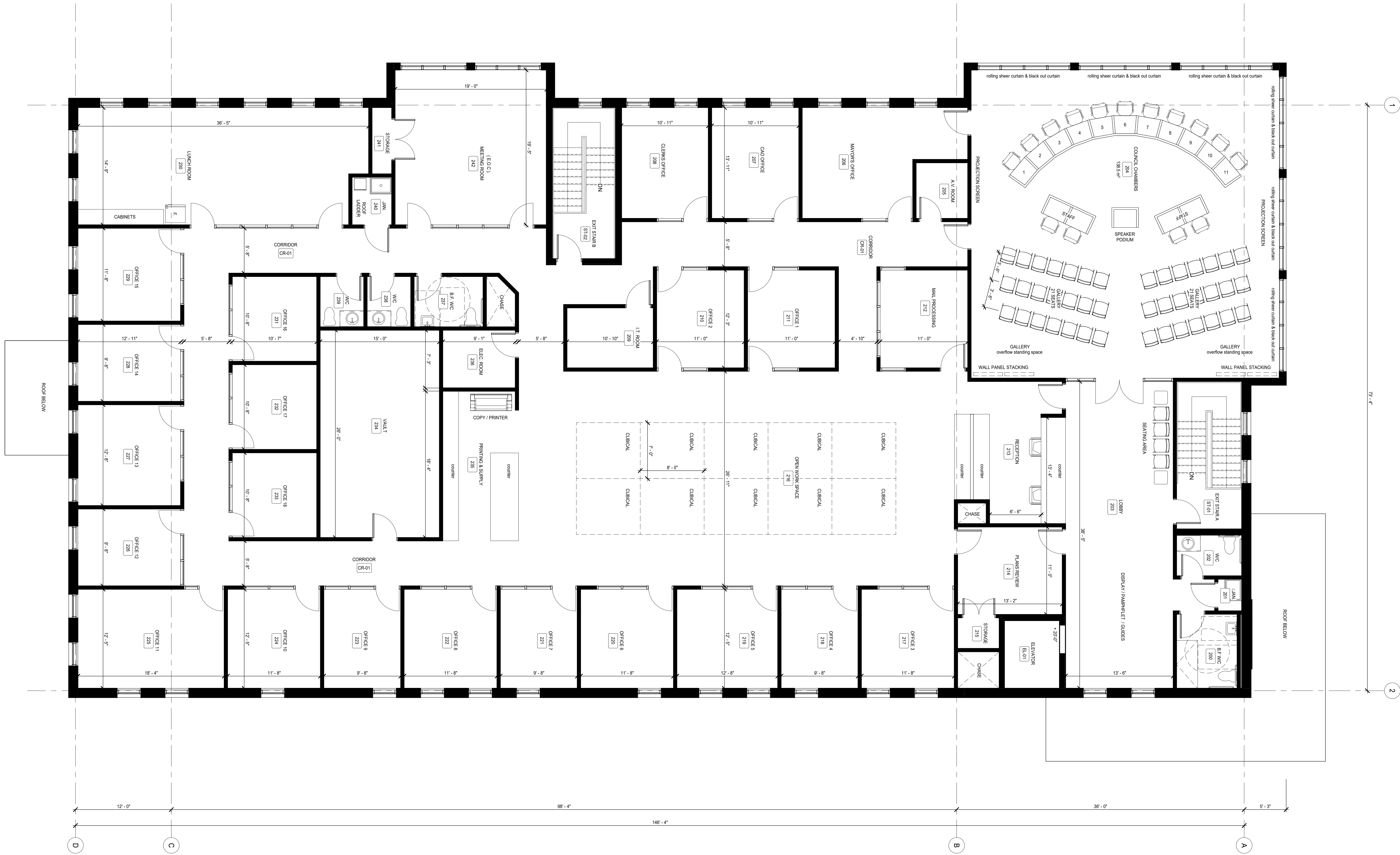
Attachment 1 SWOX Building Floor Plans, May 25, 2026
 Attachment 2 Draft MOU 2026



MAY 25, 2026
SCALE: 3/16" = 1'-0" (24x36)







MEMORANDUM OF UNDERSTANDING

Between

The Corporation of the Township of South-West Oxford
(the “Township”)

And

The Corporation of the County of Oxford
(the “County”)

And

The Oxford County Library Board
(the “Library”)

1. PURPOSE

The purpose of this Memorandum of Understanding (“MOU”) is to establish the mutual understanding between the Township, the County, and the Library regarding the proposed inclusion of an Oxford County Library branch within a new municipal facility to be constructed in Mount Elgin, Ontario.

This MOU outlines the intent of the parties to collaborate on the planning, design, and future occupancy of library space within the facility and to establish a framework for a future lease agreement.

2. BACKGROUND

- The Township is planning the development of a new Municipal Office, Library, and Child Care facility in Mount Elgin (the “Project”), with anticipated occupancy in or around **January 1, 2028**.
- The Library operates the existing Mount Elgin branch, currently located in leased space within the Mt. Elgin Community Centre, with support and funding from the County.
- The current Mount Elgin library space is undersized and does not meet long-term service needs.
- The parties wish to work collaboratively to include a modern, expanded library branch within the new facility.

Memorandum of Understanding: Oxford County Library
Mt. Elgin Branch

- On March 25, 2026, the Oxford County Library Board passed a resolution endorsing the continued inclusion of a library branch within the proposed facility and supporting the development of this MOU.

3. NON-BINDING NATURE

This MOU reflects the intentions of the parties and does not create legally binding obligations with respect to the lease of space, financial commitments, or construction of the Project, except where specifically stated.

A formal **Lease Agreement** will be negotiated and executed by the parties at a later date, subject to all required approvals, including Township Council and County Council.

4. PROPOSED LIBRARY SPACE

The Township agrees to include within the Project:

- Approximately **2,000 square feet** of public-facing library space;
- Additional space for **storage and/or support functions** (anticipated at approximately 500 square feet);
- Integration of the library within a shared municipal facility that may also include Township offices and a child care centre.

Final space allocation, layout, and specifications will be determined through the detailed design process in consultation with the Library and the County.

5. TERM AND OCCUPANCY

Subject to completion of the Project and execution of a formal Lease Agreement:

- The anticipated **commencement date** of occupancy is **January 1, 2028** (or as otherwise agreed);
- The term of the future lease will be negotiated separately and approved by all parties.

6. RENT AND FINANCIAL FRAMEWORK

The parties agree to the following preliminary financial framework for discussion purposes:

- Base rent is anticipated to be **\$26,000 per year**, subject to:
 - Final space configuration;
 - Market considerations; and

Memorandum of Understanding: Oxford County Library
Mt. Elgin Branch

- Approval by both parties.
- Rent will be **indexed annually**, based on a mutually agreed-upon formula (e.g., CPI or fixed annual increase), to be finalized in the Lease Agreement.
- The Library and County will be responsible for:
 - Library furnishings, shelving, and collections;
 - Technology and equipment required for library operations;
 - Staffing and programming costs.
- The Township will be responsible for:
 - Base building construction and capital costs;
 - Ongoing building maintenance, unless otherwise specified in the Lease Agreement.

7. DESIGN AND DEVELOPMENT COLLABORATION

The parties agree to collaborate throughout the design and development of the Project:

- The Library will designate a representative to participate in the **detailed design phase**;
- The Township will consult with the Library and/or County on:
 - Layout and functional design of the library space;
 - Accessibility requirements;
 - Operational considerations.
- All parties will work cooperatively to ensure the space meets current and future service needs of the community.

8. CONDITIONS PRECEDENT

This MOU and any future Lease Agreement are subject to:

- Approval of the Project by Township Council;
- Approval of funding and participation by the Oxford County Library Board and County Council;
- Completion of detailed design and construction of the facility;

Memorandum of Understanding: Oxford County Library
Mt. Elgin Branch

- Execution of a mutually acceptable Lease Agreement.

9. COMMUNICATION AND COORDINATION

The parties agree to maintain regular communication and coordination throughout the planning process, including:

- Sharing relevant updates on timelines, design, and financial considerations;
- Coordinating messaging where appropriate;
- Working collaboratively to support approvals required by each Council.

10. TERM OF MOU

This MOU shall remain in effect until:

- A formal Lease Agreement is executed; or
- The Project is discontinued; or
- Terminated by either party upon written notice.

11. GENERAL

- This MOU may be amended by mutual written agreement of all parties.
- Nothing in this MOU limits the authority of either Council or the Library Board.
- This MOU does not create a partnership, joint venture, or agency relationship.

IN WITNESS WHEREOF the parties have executed this Memorandum of Understanding as of the dates indicated below.

**The Corporation of the Township of South-West
Oxford**

Per: _____

Name:

Title:

Date:

Memorandum of Understanding: Oxford County Library
Mt. Elgin Branch

The Corporation of the County of Oxford

Per: _____

Name:

Title:

Date:

The Oxford County Library Board

Per: _____

Name:

Title:

Date: