

AGENDA

OXFORD COUNTY LIBRARY BOARD BOARD MEETING

**Tuesday, September 15, 2026, 3:30 p.m.
Oxford County Administration Building - Room 222**

- 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 July 21, 2026
- 5. DELEGATIONS AND PRESENTATIONS AND CONSIDERTION THEREOF**
- 6. CONSIDERATION OF CORRESPONDENCE**
- 7. REPORTS**
 - 7.1 2026-31 Key Agenda Items and Policy Framework
RECOMMENDATION
 1. That the Library Board receives verbal Report 2026-31 Key Agenda Items and Policy Framework Update for information and discussion.
 - 7.2 2026-32 Governance Policy Review: Oxford County Library Board Terms of Reference
RECOMMENDATION
 1. That the Library Board approves amendments to the Oxford County Library Board Terms of Reference as set out in Attachment 1 to Report 2026-32.
 - 7.3 2026-33 Q2 2026 Business and Budget Plan Update
RECOMMENDATION
 1. That the Library Board receives Report 2026-33 , 2026 Q2 Library Business Plan and Budget Update, for information and discussion.
 - 7.4 2026-34 2027 Business Plan Goals and Objectives
RECOMMENDATION

1. That the Library Board approves the 2027 Business Plan Goals and Objectives as set out in Report 2026-34.

8. UNFINISHED BUSINESS
9. NOTICE OF MOTIONS
10. NEW BUSINESS / ENQUIRIES / COMMENTS
 - 10.1 Library Open House events
11. CLOSED SESSION
12. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION
13. ADJOURNMENT

OXFORD COUNTY LIBRARY BOARD MEETING MINUTES

Tuesday, July 21, 2026

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

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

Absent: Councillor David Mayberry
Cynthia Lacroix

1. CALL TO ORDER

Oxford County Library meets in regular session on this the twenty-first day of July 2026 in Room 222, Oxford County Administration Building, Woodstock at 3:30 p.m.

2. APPROVAL OF AGENDA

RESOLUTION 1

Moved By: Brian Petrie
Seconded By: Katherine Grieve
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: Alan Dale
Seconded By: Megan Blair

Resolved that the Library Board minutes of June 16, 2026, be adopted.

DISPOSITION: Motion Carried

5. DELEGATIONS. PRESENTATIONS AND CONSIDERATION THEREOF

NIL

6. CONSIDERATION OF CORRESPONDENCE

7. REPORTS

7.1. 2026-28 Key Agenda Items and Policy Review Framework (verbal report)

RESOLUTION 3

Moved By: Katherine Grieve

Seconded By: Alan Dale

Resolved that the Library Board receives verbal Report 2026-28, Key Agenda Items and Policy Review Update for information and discussion.

DISPOSITION: Motion Carried

7.2. 2026-29 New Operational Policy: Contest Policy

RESOLUTION 4

Moved By: Alan Dale

Seconded By: Katherine Grieve

Resolved that the Library Board approves the new Contest Policy as set out in Attachment 1 to Report 2026-29.

DISPOSITION: Motion Carried

7.3. 2026-30 Operational Policy Review: Information and Readers' Advisory Policy

RESOLUTION 5

Moved By: Brian Petrie

Seconded By: Megan Blair

Resolved that the Library Board approves the Information and Readers' advisory Services Policy as amended.

DISPOSITION: Motion Carried

8. UNFINISHED BUSINESS

NIL

9. NOTICE OF MOTIONS

NIL

10. NEW BUSINESS/ ENQUIRIES/ COMMENTS

11. CLOSED SESSION

12. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

13. ADJOURNMENT

RESOLUTION 6

Moved By: Alan Dale

Seconded By: Megan Blair

Resolved that the Board meeting of July 21, 2026, be adjourned at 4:00 p.m. until the next meeting scheduled for September 15, 2026, at 3:30 p.m. at the Oxford County Administrative Building.

DISPOSITION: Motion Carried at 4:00 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	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

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REPORT TO LIBRARY BOARD

Governance Policy Review: Oxford County Library Board Terms of Reference

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board approves amendments to the Oxford County Library Board Terms of Reference as set out in Attachment 1 to Report 2026-32.

REPORT HIGHLIGHTS

- The Oxford County Library Board Terms of Reference is updated every four years in collaboration with Legislative Services.
- The document has been revised to provide better clarity and to reflect current practices.

IMPLEMENTATION POINTS

Upon approval by the Library Board, the Terms of Reference will be taken to County Council at the September 23, 2026, meeting for approval.

Financial Impact

There is no financial impact beyond what has been approved in the current year's operating budget. Financial Impact for future budgets will be determined by applicable County Policies.

Communications

Once approved by the Library Board and County Council, the Terms of Reference will be available on the Library and County websites. The revised Terms of Reference will also be provided to all new and returning Library Board members at the start of the new term.

Report 2026-32
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: September 15, 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 1.3 – 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

Section 14.2 of *Count of Oxford Procedure By-law* requires the adoption of a Terms of Reference for every committee and quasi-judicial board established by County Council.

The Terms of Reference is also a requirement by the Ontario Public Library Guidelines Council for reaccreditation.

Comments

The proposed 2026 update to the Oxford County Library Board Terms of Reference represents a comprehensive modernization of the Library's governance framework. The Library Administrative team worked in collaboration with Oxford County Legislative Services to review and revise the document. The revisions align the document with current Board governance policies and practices, while clarifying and strengthening accountability, transparency and operational effectiveness.

Report 2026-32
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: September 15, 2026

Key changes include a restructured document format with clearer sections on Board composition, member qualifications, governance responsibilities, meetings and officer roles.

Updates include:

- Reorganization of sections
 - Membership section moved forward.
 - Dedicated Roles and Responsibilities section.
 - Created clearer subsections throughout.
- Background section
 - Added reference to the Library Bookmobile service.
- Purpose / Mandate section
 - Added a new statement regarding the Board's Duties and Responsibilities Policy.
- Membership section
 - Added a new Composition section.
 - Qualifications and Competencies moved to subsection and renamed from "Essential Competencies and Qualifications"
 - Simplified and updated the competency requirements
 - Added alignment with the Library's Values, as stated in the Library Strategic Plan.
 - Removed specific qualifications for:
 - Leadership
 - Commitment to diversity and inclusion
 - Media relations, advocacy, fundraising, business/financial management
 - Strategic planning and policy development
 - Term section moved to subsection under Membership.
 - Vacancies subsection renamed.
- Roles and Responsibilities section
 - Renamed and moved within the document.
 - Rewritten to align with the Duties and Responsibilities Policy.
- Meetings section
 - Meeting Frequency, Meeting Location, Rules of Procedure, Quorum and Agendas and Minutes subsections added and/or moved to the meeting section of the document.
 - References to live streaming have been removed as part of the Meeting Location subsection changes.
 - Officers of the Board subsection changes include:
 - Board Chair details
 - Term limit has been updated from one-year renewable to four-year term as is current practice.
 - Updated the agenda setting role to the CEO/Chief Librarian as is current practice.
 - Vice Chair details
 - Expanded to a four-year term as is current practice.
 - Added authority to act as Chair in the Chair's absence in alignment with current practice.

Report 2026-32
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: September 15, 2026

- Added a succession provision if the Chair position becomes vacant.
- Recording Secretary details
 - Updated to allow delegation to County or Library staff.
- Treasurer
 - Added delegation to County Finance staff.
 - Financial report frequency updated to quarterly to align with current practice.
- Compensation and Expenses
 - Simplified to include a statement regarding applicable County policies in light of a County Boards and Committees Compensation policy currently in development
 - Education section changed to subsection under Compensation and Expenses.
- Relevant Policies and Procedures
 - Section renamed from Additional Information
 - Revised to include current governance policies.
- Achievements section removed.

CONCLUSIONS

Overall, the 2026 Oxford County Library Board Terms of References provides a clearer governance framework that reflects current legislation, Board policies and current practices while supporting effective stewardship of the Oxford County Library.

SIGNATURES

Departmental approval:

Original signed by

Lisa Marie Williams
 CEO/Chief Librarian

ATTACHMENTS

Attachment 1 Oxford County Library Board Terms of Reference 2026 Update
 Attachment 2 Oxford County Library Board Terms of Reference 2026 Update tracked changes
 Attachment 3 Oxford County Library Board Terms of Reference 2022

Oxford County Library Board Terms of Reference

Background

The Oxford County Library (OCL) system operates 14 branch libraries and a bookmobile within the County of Oxford. The Oxford County Library Board, hereafter referred to as the Board, was established by By-law #1781 as amended by By-law #5379-2012, in accordance with the *Public Libraries Act*, R.S.O. 1990, chapter P44.

Purpose / Mandate

The Board is responsible for overall governance of the Oxford County Library.

The Board's purpose is to set a strategic framework within which it can manage the provision of comprehensive and efficient public library services to participating municipalities that reflect Oxford County's unique needs.

The Board's approach to undertaking this purpose will be in accordance with the *Public Libraries Act* and as further defined by Oxford County By-laws / Resolutions, all applicable legislation and Board policies.

The purpose of the Board is further defined as part of the *Duties and Responsibilities Policy* found in the Governance section of the OCL Policy website (<https://www.ocl.net/your-ocl/policies/>).

Membership

Composition

The Board shall consist of:

- a) Seven (7) persons appointed by Council of the County of Oxford of whom not more than two (2) shall be members of the said Council and the remainder of whom shall be citizen appointees.

Membership Qualifications

In accordance with the provisions of the *Public Libraries Act*, R.S.O. 1990, c. P.44, s. 10, "A person is qualified to be appointed as a member of a board who is a member of the appointing council or,

- (a) is at least eighteen years old;

- (b) is a Canadian citizen or a permanent resident of Canada within the meaning of the *Immigration and Refugee Protection Act* (Canada);

- (c) is,

- (i) ... a resident of one of the participating municipalities in the case of a county library board...

- (d) is not employed by the board or by the municipality or county ... R.S.O. 1990, c. P.44, s. 10 (1); 2002, c. 18, Sched. F, s. 3 (9); 2019, c. 14, Sched. 12, s. 1."

Oxford County Library Board Terms of Reference

Qualifications & Competencies

- Commitment to the Library's values: Integrity, Intellectual Freedom, Universal Access, Belonging and Responsiveness;
- Ability to seek and listen to input from all stakeholders and approach people and problems with an open mind;
- Ability to actively participate in discussion and deliberation and to attain positive outcomes;
- Time and energy to devote to the work of the Board;
- Belief that the public library provides a unique and essential service to the residents of Oxford County;
- Aptitude for long- and short-range planning;
- Experience or interest in community development and engagement.

Term

A Library Board member shall hold office for a term concurrent with the term of the appointing council, or until a successor is appointed.

Vacancies

"Where a vacancy arises in the membership of a board, the appointing council shall promptly appoint a person to fill the vacancy and to hold office for the unexpired term, except where the unexpired term is less than forty-five days." *Public Libraries Act*, R.S.O. 1990, c. P.44, s. 12.

Disqualification

In accordance with the provisions of the *Public Libraries Act*, R.S.O. 1990, c. P.44, s. 12, a Board member may be disqualified if said member:

- “(a) is convicted of an indictable offence;
- (b) becomes incapacitated;
- (c) is absent from the meetings of the board for three consecutive months without being authorized by a board resolution;
- (d) ceases to be qualified for membership under clause 10 (1) (c); or
- (e) otherwise forfeits his or her seat, the member's seat becomes vacant and the remaining members shall forthwith declare the seat vacant and notify the appointing council accordingly.”

Roles and Responsibilities

The Board works within the *Public Libraries Act*, R.S.O. 1990, chapter P44. The Board establishes policies to direct the operations of the Oxford County Library, in accordance with its purpose. The Board employs a Chief Executive Officer/Chief Librarian, who in turn administers the Library under the guidance of those policies.

The chief responsibility of the Board is the fiduciary duty to act honestly, in good faith and in the best interests of the Library.

Oxford County Library Board Terms of Reference

The following duties and responsibilities are as outlined in the *Duties and Responsibilities Policy*.

1.0 Duties of the Entire Board

- 1.1 The Library Board governs effectively when operating with one voice. The Board governs effectively by:
 - 1.1.1 Developing and adopting an annual business and budget plan designed to reach the Board's strategic goals and objectives;
 - 1.1.2 Monitoring the overall effectiveness of the Library in meeting community needs in an efficient and responsive manner;
 - 1.1.3 Evaluating the Board's performance and ability to work effectively as a team on annual basis;
 - 1.1.4 Engaging the community to determine responsive and dynamic library services;
 - 1.1.5 Ensuring that the Library is operated in accordance with the ***Public Libraries Act, R.S.O. 1990, c. P.44*** and all other relevant legislation.

2.0 Duties and Responsibilities of Individual Board Members

- 2.1 Each board member is expected to become a productive participant in exercising the duties of the Board as a whole.
- 2.2 Members of the Board are expected to act with integrity and follow the *Library Board Code of Conduct*, as well as the *Oxford County Council Code of Conduct Policy* while conducting all duties and business of the Board.
- 2.3 Individual members of the Board are responsible for exercising a *Duty of Diligence* as follows:
 - 2.3.1 Be informed of legislation under which the Library exists, and all applicable board and county policies and by-laws;
 - 2.3.2 Be informed about the activities of the Library, community and issues that affect public libraries;
 - 2.3.3 Attend board meetings regularly, contributing from personal and professional experience;
 - 2.3.4 Be prepared for all meetings and use meeting time productively and efficiently.
- 2.4 Individual members of the Board are responsible for exercising a *Duty of Loyalty* as follows:
 - 2.4.1 Adhere to the regulations of the *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*;
 - 2.4.2 Act in the interests of the Oxford County Library and the greater Oxford County community served by the Library, over and above other interest group
 - 2.4.3 Speak with one voice once a decision has been reached or a resolution passed;

Oxford County Library Board Terms of Reference

- 2.4.4 Represent the Library positively in the community.
- 2.5 Individual members of the Board are responsible for exercising a *Duty of Care* as follows:
 - 2.5.1 Promote a high level of library service;
 - 2.5.2 Consider information gathered in preparation for decision making;
 - 2.5.3 Offer personal perspective and opinions on issues that are subject to the Library Board discussion and decisions;
 - 2.5.4 Assume no authority to make decisions outside of Board Meetings;
 - 2.5.5 Know and respect the distinction in roles of the Library Board regarding governance and the employees, management and operations.
 - 2.5.6 Respect the confidential nature of library service to users, while being aware of, and in compliance with, applicable privacy and freedom of information legislation;
 - 2.5.7 Promote Freedom of Expression by resisting censorship of library materials and programs by groups or individuals.

Meetings

Meeting Frequency

The Board will meet a minimum of seven regular meetings each year, as described in section 16 of the *Public Libraries Act*.

In accordance with the *Public Libraries Act*, s. 16.1(2) all meetings of the Board are open to the public

Meeting Location

In accordance with the *County of Oxford Procedure By-law No. 6268-2020* section 3.8.5, the Board shall provide members with the option to meet both in person and virtually through a hybrid meeting system. Hybrid meetings allow the most flexibility to members and will be recorded for access to the public.

Special Meetings

Special meetings of the Board may be required. Said meetings may be called by the Board Chair or any two members of the Board, with information on the specific purpose of the meeting and reasonable notice given to members in writing.

Attendance at Meetings

Regular attendance of all Board members to meetings is vital to the satisfactory conduct of Board business. In the event that a member must be absent from any meeting, said member shall notify the Board Chair and/or Secretary prior to the day of the meeting.

A Board member who is absent from three consecutive meetings without authorization by board resolution shall be removed / disqualified from the Board

Oxford County Library Board Terms of Reference

Rules of Procedure

The Board shall follow all rules and regulations found in the *County of Oxford Procedure By-law No. 6268-2020*, in accordance with section 2.2.

Inaugural Meeting of the Library Board

In accordance with the *Public Libraries Act*, s. 14(1) the Chief Executive Officer shall call the inaugural meeting of the Oxford County Library Board at the start of each new term upon receipt of the confirmation of appointments.

Closed Session

A meeting or part of a meeting may be closed to the public when dealing with information about an identifiable individual as specified in the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) or other subject matter as outlined in R.S.O. 1990, c. P.44, s. 16.1 (4). The Board shall follow all rules and procedures found in the *County of Oxford Procedure By-law No. 6268-2020*, in accordance with section 12.2 to 12.8.

Officers of the Board:

Board Chair

1. In accordance with the *Public Libraries Act*, R.S.O. 1990, c. P44 s. 14(3), a board shall elect one of its members as chair at its first meeting in a new term.
2. The Chair shall hold office for a four-year term, or until a successor is elected. The member serving as chair may be re-elected for successive terms.
3. In accordance with the *Public Libraries Act*, s. 14(4), the Board, in the absence of the Chair, may appoint an Acting Chair. See Section 2: Terms of Reference of the Vice Chair.
4. The Chair leads the Board, acts as an official representative of the Library, ensures the proper functioning of the Board and the proper conduct of Board business, in accordance with appropriate legislation and prescribed rules of procedure adopted by the Board.
5. The Chair will:
 - a) preside at regular and special meetings of the Board
 - b) set the agenda in consultation with the CEO/Chief Librarian
 - c) ensure that business is dealt with expeditiously and help the Board work as a team
 - d) coordinate the Board's evaluation process
 - e) represent the Board, alone or with other members of the Board, at any public or private meetings for the purpose of conducting, promoting or completing the business of the Board
 - f) not commit the Board to any course of action in the absence of the specific authority of the Board.

Vice-Chair

1. At the first meeting of a new term, the Board shall elect a Vice-Chair from among its members.
2. The Vice-Chair shall hold office for a four-year term, or until a successor is elected. The member service as Vice-Chair may be re-elected for successive terms.
3. At a meeting of the Board, in absence of the Chair, the Vice-Chair shall have all the

Oxford County Library Board Terms of Reference

- powers and duties of the Chair and shall preside over the meeting as the acting Chair.
4. In the event that the office of Chair becomes vacant for any reason, the Vice-Chair shall assume the office for the unexpired term.

Recording Secretary

1. The Chief Executive Officer serves as Secretary of the Board, as permitted by the *Public Libraries Act*, s. 15(5).
2. The secretary acts as the record-keeper to the Board.
3. The Chief Executive Officer may delegate responsibilities of the position to County or Library staff as appropriate.
4. In accordance with the *Public Libraries Act*, s. 15(3), the Secretary will:
 - a) Conduct the Board's official correspondence
 - b) Keep minutes of every meeting of the Board
5. In addition, the Secretary will:
 - a) prepare the agenda prior to each board meeting, in cooperation with the CEO/Chief Librarian and Chair.
 - b) distribute the agenda, with all reports and enclosures, to all board members prior to the relevant board meeting
 - c) distribute the minutes to all board members not less than 48 hours prior to the next board meeting.

Treasurer

1. The County Treasurer serves as Treasurer to the Board, as allowed by the *Public Libraries Act*, s. 15(4).
2. The County Treasurer may delegate responsibilities of the position to County Finance staff as appropriate.
3. The Treasurer shall monitor the financial activities of the Library and shall ensure that complete and accurate records are kept in accordance with generally accepted accounting practices.
4. In accordance with the *Public Libraries Act*, s. 14(4), the Treasurer will:
 - a) Receive and account for all the Board's money
 - b) Open an account or accounts in the name of the Board in a chartered bank, trust company or credit union approved by the Board
 - c) Deposit all money received on the Board's behalf to the credit of that account or accounts
 - d) Disburse the money as the Board directs.
5. The Treasurer will provide the Board with a report of the financial position of the Library quarterly, or as otherwise required.

Chief Executive Officer (CEO) / Chief Librarian

1. In accordance with the *Public Libraries Act*, s. 15(2), the Oxford County Library Board appoints the CEO/Chief Librarian, who shall attend all board meetings and meetings of any committees of the Board.
2. The Board delegates the authority for management and operations of services to the CEO/Chief Librarian
3. As an officer of the Board, the CEO/Chief Librarian:
 - a) does not vote on board business

Oxford County Library Board Terms of Reference

- b) identifies community needs and concerns
- c) supports and facilitates planning and delivery
- d) recommends policies
- e) provides general supervision over the direction of the operations of the Library and its staff.

Quorum

Quorum shall consist of a majority of the Committee's appointed members, including the Chair.

Agendas and Minutes

Committee Members will forward Agenda items to the Secretary by 4:30 p.m., four (4) business days prior to the meeting.

Meeting agendas shall be distributed to Committee members and posted on the Oxford County Library website at least 72 hours prior to each meeting. Once adopted by the Committee, meeting minutes shall be posted on the Library's website.

Compensation and Expenses

Members shall be compensated for attendance at Committee meetings in accordance with the applicable County policies.

Education

The *Board Orientation, Training and Development Policy* approved by the Board at the November 19, 2024 meeting, sets out the requirements for Library Board Orientation and ongoing training and development.

Further training opportunities by the *Ontario Library Boards' Association* and the *Ontario Library Service* will be made available.

Relevant Policies and Procedures

Oxford County Library Board Governance Policies provide the framework of governance and include:

- Advocacy
- Advisory Committees / Friends of the Library
- Annual Board Evaluation
- Board Code of Conduct
- Board Committees
- Board Duties and Responsibilities
- Board Orientation, Training and Development
- CEO/Chief Librarian Performance Appraisal
- Delegation of Authority to the CEO/Chief Librarian
- Planning
- Policy Development
- Succession Planning



Oxford County Library Board Terms of Reference April 2026

Background

The Oxford County Library (OCL) system operates 14 branch libraries and a bookmobile within the County of Oxford. The Oxford County Library Board, hereafter referred to as the Board, was established by By-law #1781 as amended by By-law #5379-2012, in accordance with the *Public Libraries Act*, R.S.O. 1990, chapter P44.

Purpose / Mandate

The Board is responsible for overall governance of the Oxford County Library.

The Board's purpose is to set a strategic framework within which it can manage the provision of comprehensive and efficient public library services to participating municipalities that reflect Oxford County's unique needs.

The Board's approach to undertaking this purpose will be in accordance with the *Public Libraries Act* and as further defined by Oxford County By-laws / Resolutions, all applicable legislation and Board policies.

The purpose of the Board is further defined as part of the *Duties and Responsibilities Policy* found in the Governance section of the OCL Policy website (<https://www.ocl.net/your-ocl/policies/>).

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Responsibilities

~~The Board works within the *Public Libraries Act*, R.S.O. 1990, chapter P44. The Board establishes policies to direct the operations of the Oxford County Library, in accordance with its purpose. The Board employs a Chief Executive Officer/Chief Librarian, who in turn administers the library under the guidance of those policies.~~

~~The chief responsibility of the Board is the fiduciary duty to act honestly, in good faith and in the best interests of the library.~~

~~The following duties and responsibilities are as outlined in the *Oxford County Library Board Governance Policy Manual* (Motion #: 2022-04):~~

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- ~~• As the body that bears legal responsibilities for the Oxford County Library, the Board shall have the following governance responsibilities:~~
 - ~~1. Build and maintain a solid framework for the library's operations~~
 - ~~2. Define the overall direction and results to be accomplished by the system~~
 - ~~3. Delegate authority to the Chief Executive Officer in a clear and safe manner~~
 - ~~4. Serve as a bridge between the library and the Council and between the library and the community~~
 - ~~5. Evaluate the results achieved by the system~~



Oxford County Library Board Terms of Reference June 2022

~~6. Demonstrate accountability to key stakeholders~~

~~• Other Board responsibilities include:~~

- ~~1. Determine and adopt written policies to govern the operation of the library;~~
- ~~2. Understand the library-related needs of the community;~~
- ~~3. Determine and adopt an annual Business Plan;~~
- ~~4. Appoint a qualified Chief Executive Officer (CEO), Secretary and Treasurer;~~
- ~~5. Ensure a strong, stable framework is in place that clearly shows how authority is delegated to the CEO;~~
- ~~6. Provide for the annual evaluation of the CEO;~~
- ~~7. Measure whether the programs and activities used to achieve goals and objectives have achieved the intended results annually;~~
- ~~8. Ensure that the necessary resources are available to achieve intended results;~~
- ~~9. Evaluate the board regularly;~~
- ~~10. Ensure that the library is operated in accordance with the *Public Libraries Act*, R.S.O. 1990, chapter P44.~~

Membership

Composition

The Board shall consist of:

- a) Seven (7) persons appointed by Council of the County of Oxford of whom not more than two (2) shall be members of the said Council and the remainder of whom shall be citizen appointees.

~~The Board shall consist of seven (7) persons appointed by Council of the County of Oxford of whom not more than two (2) shall be members of the said Council and the remainder of whom shall be citizen appointees.~~

Membership Qualifications:

In accordance with the provisions of the *Public Libraries Act*, R.S.O. 1990, c. P.44, s. 10, "A person is qualified to be appointed as a member of a board who is a member of the appointing council or,

(a) is at least eighteen years old;

(b) is a Canadian citizen or a permanent resident of Canada within the meaning of the *Immigration and Refugee Protection Act* (Canada);

(c) is,

(i) ... a resident of one of the participating municipalities in the case of a county library board...

(d) is not employed by the board or by the municipality or county ... R.S.O. 1990, c. P.44, s. 10 (1); 2002, c. 18, Sched. F, s. 3 (9); 2019, c. 14, Sched. 12, s. 1."

Qualifications & Competencies

- Commitment to the Library's values: Integrity, Intellectual Freedom, Universal Access, Belonging and Responsiveness;

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Oxford County Library Board Terms of Reference

June 2022

- Ability to seek and listen to input from all stakeholders and approach people and problems with an open mind;
- Ability to actively participate in discussion and deliberation and to attain positive outcomes;
- Time and energy to devote to the work of the Board;
- Belief that the public library provides a unique and essential service to the residents of Oxford County;
- Aptitude for long- and short-range planning;
- Experience or interest in community development and engagement.

Term

A Library Board member shall hold office for a term concurrent with the term of the appointing council, or until a successor is appointed.

Resignations/Vacancies:

Vacancies

"Where a vacancy arises in the membership of a board, the appointing council shall promptly appoint a person to fill the vacancy and to hold office for the unexpired term, except where the unexpired term is less than forty-five days." *Public Libraries Act*, R.S.O. 1990, c. P.44, s. 12.

Disqualification:

In accordance with the provisions of the *Public Libraries Act*, R.S.O. 1990, c. P.44, s. 12, a Board member may be disqualified if said member:

- "(a) is convicted of an indictable offence;
- (b) becomes incapacitated;
- (c) is absent from the meetings of the board for three consecutive months without being authorized by a board resolution;
- (d) ceases to be qualified for membership under clause 10 (1) (c); or
- (e) otherwise forfeits his or her seat,

the member's seat becomes vacant and the remaining members shall forthwith declare the seat vacant and notify the appointing council accordingly."

Essential Competencies & Qualifications

- ~~Commitment to equitable access, diversity and inclusiveness;~~
- ~~Ability to seek and listen to input from all stakeholders and approach people and problems with an open mind;~~
- ~~Ability to actively participate in discussion and deliberation and to attain positive outcomes;~~
- ~~Leadership experience;~~
- ~~Time and energy to devote to the work of the Board;~~
- ~~Belief that the public library provides a unique and essential service to the residents of Oxford County;~~

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Oxford County Library Board Terms of Reference June 2022

- ~~Aptitude for long and short range planning;~~
- ~~Experience or interest in community development and engagement;~~
- ~~Commitment to Intellectual Freedom;~~
- ~~Skilled in media relations, advocacy, fundraising, business and financial management, strategic planning and policy development.~~

Term

~~A Library Board member shall hold office for a term concurrent with the term of the appointing council, or until a successor is appointed.~~

Roles and Responsibilities

~~The Board works within the *Public Libraries Act*, R.S.O. 1990, chapter P44. The Board establishes policies to direct the operations of the Oxford County Library, in accordance with its purpose. The Board employs a Chief Executive Officer/Chief Librarian, who in turn administers the Library under the guidance of those policies. The chief responsibility of the Board is the fiduciary duty to act honestly, in good faith and in the best interests of the Library.~~

~~The following duties and responsibilities are as outlined in the *Duties and Responsibilities Policy*.~~

1.0 Duties of the Entire Board

- 1.1 ~~The Library Board governs effectively when operating with one voice. The Board governs effectively by:~~
 - 1.1.1 ~~Developing and adopting an annual business and budget plan designed to reach the Board's strategic goals and objectives;~~
 - 1.1.2 ~~Monitoring the overall effectiveness of the Library in meeting community needs in an efficient and responsive manner;~~
 - 1.1.3 ~~Evaluating the Board's performance and ability to work effectively as a team on annual basis;~~
 - 1.1.4 ~~Engaging the community to determine responsive and dynamic library services;~~
 - 1.1.5 ~~Ensuring that the Library is operated in accordance with the *Public Libraries Act, R.S.O. 1990, c. P.44* and all other relevant legislation.~~

2.0 Duties and Responsibilities of Individual Board Members

- 2.1 ~~Each board member is expected to become a productive participant in exercising the duties of the Board as a whole.~~
- 2.2 ~~Members of the Board are expected to act with integrity and follow the *Library Board Code of Conduct*, as well as the *Oxford County Council Code of Conduct Policy* while conducting all duties and business of the Board.~~
- 2.3 ~~Individual members of the Board are responsible for exercising a *Duty of Diligence* as follows:~~



Oxford County Library Board Terms of Reference

June 2022

- 2.3.1 Be informed of legislation under which the Library exists, and all applicable board and county policies and by-laws;
- 2.3.2 Be informed about the activities of the Library, community and issues that affect public libraries;
- 2.3.3 Attend board meetings regularly, contributing from personal and professional experience;
- 2.3.4 Be prepared for all meetings and use meeting time productively and efficiently.
- 2.4 Individual members of the Board are responsible for exercising a *Duty of Loyalty* as follows:
 - 2.4.1 Adhere to the regulations of the ***Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50***;
 - 2.4.2 Act in the interests of the Oxford County Library and the greater Oxford County community served by the Library, over and above other interest group
 - 2.4.3 Speak with one voice once a decision has been reached or a resolution passed;
 - 2.4.4 Represent the Library positively in the community.
- 2.5 Individual members of the Board are responsible for exercising a *Duty of Care* as follows:
 - 2.5.1 Promote a high level of library service;
 - 2.5.2 Consider information gathered in preparation for decision making;
 - 2.5.3 Offer personal perspective and opinions on issues that are subject to the Library Board discussion and decisions;
 - 2.5.4 Assume no authority to make decisions outside of Board Meetings;
 - 2.5.5 Know and respect the distinction in roles of the Library Board regarding governance and the employees, management and operations.
 - 2.5.6 Respect the confidential nature of library service to users, while being aware of, and in compliance with, applicable privacy and freedom of information legislation;
 - 2.5.7 Promote Freedom of Expression by resisting censorship of library materials and programs by groups or individuals.

Time Commitment Meetings

Meeting Frequency

The Board will meet a minimum of seven regular meetings each year, as described in section 16 of the *Public Libraries Act*.



Oxford County Library Board Terms of Reference June 2022

In accordance with the *Public Libraries Act*, s. 16.1(2) all meetings of the Board are open to the public

Meeting Location

In accordance with the *County of Oxford Procedure By-law No. 6268-2020* section 3.8.5, the Board shall provide members the option to meet both in person and virtually through a hybrid meeting system. Hybrid meetings allow the most flexibility to members and will ~~be live streamed and~~ recorded for access to the public.

Special Meetings

Special meetings of the Board may be required. Said meetings may be called by the Board Chair or any two members of the Board, with information on the specific purpose of the meeting and reasonable notice given to members in writing.

Attendance at Meetings

Regular attendance of all Board members to meetings is vital to the satisfactory conduct of Board business. In the event that a member must be absent from any meeting, said member shall notify the Board Chair and/or Secretary prior to the day of the meeting.

A Board member who is absent from three consecutive meetings without authorization by board resolution shall be removed / disqualified from the Board

Rules of Procedure

The Board shall follow all rules and regulations found in the *County of Oxford Procedure By-law No. 6268-2020*, in accordance with section 2.2.

Inaugural Meeting of the Library Board

In accordance with the *Public Libraries Act*, s. 14(1) the Chief Executive Officer shall call the inaugural meeting of the Oxford County Library Board at the start of each new term upon receipt of the confirmation of appointments.

Meetings

~~In accordance with the *Public Libraries Act*, s. 16.1(2) all meetings of the Board are open to the public.~~

Closed Session

A meeting or part of a meeting may be closed to the public when dealing with information about an identifiable individual as specified in the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) or other subject matter as outlined in R.S.O. 1990, c. P.44, s. 16.1 (4). The Board shall follow all rules and procedures found in the *County of Oxford Procedure By-law No. 6268-2020*, in accordance with section 12.2 to 12.8.

Officers of the Board:

Board Chair

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Oxford County Library Board Terms of Reference

June 2022

1. In accordance with the *Public Libraries Act*, R.S.O. 1990, c. P44 s. 14(3), a board shall elect one of its members as chair at its first meeting in a new term.
2. ~~The term of office for the chair of the Oxford County Library shall be for one year. The Chair may be reappointed. The Chair shall hold office for a four-year term, or until a successor is elected. The member serving as chair may be re-elected for successive terms.~~
3. In accordance with the *Public Libraries Act*, s. 14(4), the Bboard, in the absence of the Cchair, may appoint an Aacting Cchair. See Section 2: Terms of Reference of the Vice Chair.
4. The Cchair leads the Bboard, acts as an official representative of the Library, ensures the proper functioning of the Bboard and the proper conduct of Bboard business, in accordance with appropriate legislation and prescribed rules of procedure adopted by the Bboard.
5. The Cchair will:
 - a) preside at regular and special meetings of the Bboard
 - b) set the agenda in consultation with the CEO/Chief Librarian
 - c) ensure that business is dealt with expeditiously and help the Bboard work as a team
 - d) coordinate the Bboard's evaluation process
 - e) represent the Bboard, alone or with other members of the Bboard, at any public or private meetings for the purpose of conducting, promoting or completing the business of the Bboard
 - f) not commit the Bboard to any course of action in the absence of the specific authority of the Bboard.

Vice-Chair

- ~~1. The election of the vice chair shall take place at the first meeting in each calendar year for the term of one year or the end of the term of the board, whichever comes first.~~
- ~~1. The vice chair will be acting chair for the duration of the absence of the chair. At the first meeting of a new term, the Board shall elect a Vice-Chair from among its members.~~
- ~~2. The Vice-Chair shall hold office for a four-year term, or until a successor is elected. The member serving as Vice-Chair may be re-elected for successive terms.~~
- ~~3. At a meeting of the Board, in absence of the Chair, the Vice-Chair shall have all the powers and duties of the Chair and shall preside over the meeting as the acting Chair.~~
- ~~2.4. In the event that the office of Chair becomes vacant for any reason, the Vice-Chair shall assume the office for the unexpired term.~~

Recording Secretary

1. The Chief Executive Officer serves as Secretary of the Bboard, as permitted by the *Public Libraries Act*, s. 15(5).
2. The secretary acts as the record-keeper to the Bboard.
3. The Chief Executive Officer may delegate responsibilities of the position to County or Library staff as appropriate. to the Deputy Clerk.
4. In accordance with the *Public Libraries Act*, s. 15(3), the Secretary will:
 - a) Conduct the Bboard's official correspondence
 - b) Keep minutes of every meeting of the Bboard
5. In addition, the Secretary will:
 - a) prepare the agenda prior to each board meeting, in cooperation with the CEO/Chief Librarian and Chair. with the CEO and chair



Oxford County Library Board Terms of Reference

June 2022

- b) distribute the agenda, with all reports and enclosures, to all board members prior to the relevant board meeting
- c) distribute the minutes to all board members not less than 48 hours prior to the next board meeting.

Treasurer

1. The County Treasurer serves as Treasurer to the Board, as allowed by the *Public Libraries Act*, s. 15(4).
- ~~4-2.~~ The County Treasurer may delegate responsibilities of the position to County Finance staff as appropriate.
- ~~2-3.~~ The Treasurer shall monitor the financial activities of the Library and shall ensure that complete and accurate records are kept in accordance with generally accepted accounting practices.
- ~~3-4.~~ In accordance with the *Public Libraries Act*, s. 14(4), the Treasurer will:
 - a) Receive and account for all the Board's money
 - b) Open an account or accounts in the name of the Board in a chartered bank, trust company or credit union approved by the Board
 - c) Deposit all money received on the Board's behalf to the credit of that account or accounts
 - d) Disburse the money as the Board directs.
- ~~4-5.~~ The Treasurer will provide the Board with a report of the financial position of the Library quarterly, ~~monthly~~ or as otherwise required.

Chief Executive Officer (CEO) / Chief Librarian

1. In accordance with the *Public Libraries Act*, s. 15(2), the Oxford County Library Board appoints the CEO/Chief Librarian, who shall attend all board meetings and meetings of any committees of the Board.
2. The Board delegates the authority for management and operations of services to the CEO/Chief Librarian.
3. As an officer of the Board, the CEO/Chief Librarian:
 - a) does not vote on board business
 - b) identifies community needs and concerns
 - c) supports and facilitates planning and delivery
 - d) recommends policies
 - e) provides general supervision over the direction of the operations of the Library and its staff.

Quorum

Quorum shall consist of a majority of the Committee's appointed members, including the Chair.

Agendas and Minutes

Committee Members will forward Agenda items to the Secretary by 4:30 p.m., four (4) business days prior to the meeting.



Oxford County Library Board Terms of Reference June 2022

Meeting agendas shall be distributed to Committee members and posted on the Oxford County Library website at least 72 hours prior to each meeting. Once adopted by the Committee, meeting minutes shall be posted on the Library's website.

Compensation and Expenses (under review)

Members shall be compensated for attendance at Committee meetings in accordance with the applicable County policies.

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Education

The Board Orientation, Training and Development Policy approved by the Board at the November 19, 2024 meeting, sets out the requirements for Library Board Orientation and ongoing training and development.

Further training opportunities by the Ontario Library Boards' Association and the Ontario Library Service will be made available.

Committee members will receive remuneration as per the policies of the County of Oxford, as amended from time to time and shall be reimbursed by the County for County business-related expenses incurred, payable in accordance with Employee Expense Policy No. 6.02.

Committee/Board	Compensation for Layperson Appointees
Land Division Committee	\$100 per diem
Accessibility Advisory Committee	60% of Land Division Committee per diem rate
Agricultural and Planning Advisory Committee	60% of Land Division Committee per diem rate
Library Board	60% of Land Division Committee per diem rate
Compensation shall be set and remain in effect for the term of County Council—commencing December 9, 2014	

Education

Board orientation, training, development and evaluation are covered under the Oxford County Library Board Governance Policy Manual (Motion #: 2022-04)

Further training opportunities by the Ontario Library Boards' Association and the Ontario Library Service will be made available.



Oxford County Library Board Terms of Reference June 2022

Achievements / Accomplishments 2018-2022

At the end of each term, the Board drafts a Library Board Legacy Document that is included in the Oxford County Library Board Orientation Manual for incoming Library Board members.

Below are some highlights of accomplishments of the 2019-2022 Library Board Term.

Additional Information Relevant Policies and Procedures

Oxford County Library Board Governance Policies provide the framework of governance and include: Governance Policy Manual (Motion #: 2022-04) includes information on the following areas of board governance:

- Advocacy
- Advisory Committees / Friends of the Library
- Annual Board Evaluation
- Board Code of Conduct
- Board Committees
- Board Duties and Responsibilities
- Board Orientation, Training and Development
- CEO/Chief Librarian Performance Appraisal
- Planning
- Delegation of Authority to the CEO/Chief Librarian
- Planning
- Policy Development
- Advocacy
- Policy Development
- Succession Planning
- Code of Conduct
- Board Orientation
- Advisory Committees / Friends of the Library
- Board Training and Development
- Annual Board Evaluation
- Board Duties and Responsibilities
- CEO Performance Appraisal
- Board Committees
- Municipal Freedom of Information and Protection of Privacy Act

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Oxford County Library Board Terms of Reference June 2022

Background

The Oxford County Library (OCL) system operates 14 branch libraries within the County of Oxford. The Oxford County Library Board, hereafter referred to as the Board, was established by By-law #1781 as amended by By-law #5379-2012, in accordance with the *Public Libraries Act*, R.S.O. 1990, chapter P44.

Purpose / Mandate

The Board is responsible for overall governance of the Oxford County Library.

The Board's purpose is to set a strategic framework within which it can manage the provision of comprehensive and efficient public library services to participating municipalities that reflect Oxford County's unique needs.

The Board's approach to undertaking this purpose will be in accordance with the *Public Libraries Act* and as further defined by Oxford County By-laws / Resolutions, all applicable legislation and Board policies.

Responsibilities

The Board works within the *Public Libraries Act*, R.S.O. 1990, chapter P44. The Board establishes policies to direct the operations of the Oxford County Library, in accordance with its purpose. The Board employs a Chief Executive Officer/Chief Librarian, who in turn administers the library under the guidance of those policies.

It is the fiduciary responsibility of the Board to act honestly, in good faith and in the best interests of the library.

The following duties and responsibilities are as outlined in the *Oxford County Library Board Governance Policy Manual* (Motion #: 2022-04):

- As the body that bears legal responsibilities for the Oxford County Library, the Board shall have the following governance responsibilities:
 1. Build and maintain a solid framework for the library's operations
 2. Define the overall direction and results to be accomplished by the system
 3. Delegate authority to the Chief Executive Officer in a clear and safe manner
 4. Serve as a bridge between the library and the Council and between the library and the community
 5. Evaluate the results achieved by the system
 6. Demonstrate accountability to key stakeholders
- Other Board responsibilities include:
 1. Determine and adopt written policies to govern the operation of the library;
 2. Understand the library-related needs of the community;
 3. Determine and adopt an annual Business Plan;
 4. Appoint a qualified Chief Executive Officer (CEO), Secretary and Treasurer;

Oxford County Library Board
Terms of Reference
June 2022

5. Ensure a strong, stable framework is in place that clearly shows how authority is delegated to the CEO;
6. Provide for the annual evaluation of the CEO;
7. Measure whether the programs and activities used to achieve goals and objectives have achieved the intended results annually;
8. Ensure that the necessary resources are available to achieve intended results;
9. Evaluate the board regularly;
10. Ensure that the library is operated in accordance with the *Public Libraries Act*, R.S.O. 1990, chapter P44.

Membership

The Board shall consist of 7 persons appointed by Council of the County of Oxford of whom not more than 2 shall be members of the said Council and the remainder of whom shall be citizen appointees.

Membership Qualifications:

In accordance with the provisions of the *Public Libraries Act*, R.S.O. 1990, c. P.44, s. 10, "A person is qualified to be appointed as a member of a board who is a member of the appointing council or,

- (a) is at least eighteen years old;
- (b) is a Canadian citizen or a permanent resident of Canada within the meaning of the *Immigration and Refugee Protection Act* (Canada);
- (c) is,
 - (i) ... a resident of one of the participating municipalities in the case of a county library board...
- (d) is not employed by the board or by the municipality or county ... R.S.O. 1990, c. P.44, s. 10 (1); 2002, c. 18, Sched. F, s. 3 (9); 2019, c. 14, Sched. 12, s. 1."

Resignations/Vacancies:

"Where a vacancy arises in the membership of a board, the appointing council shall promptly appoint a person to fill the vacancy and to hold office for the unexpired term, except where the unexpired term is less than forty-five days." *Public Libraries Act*, R.S.O. 1990, c. P.44, s. 12.

Disqualification:

In accordance with the provisions of the *Public Libraries Act*, R.S.O. 1990, c. P.44, s. 13, a Board member may be disqualified if said member:

- "(a) is convicted of an indictable offence;
- (b) becomes incapacitated;
- (c) is absent from the meetings of the board for three consecutive months without being authorized by a board resolution;

Oxford County Library Board Terms of Reference June 2022

- (d) ceases to be qualified for membership under clause 10 (1) (c); or
- (e) otherwise forfeits his or her seat,

the member's seat becomes vacant and the remaining members shall forthwith declare the seat vacant and notify the appointing council accordingly."

Essential Competencies & Qualifications

- Commitment to equitable access, diversity and inclusiveness;
- Ability to seek and listen to input from all stakeholders and approach people and problems with an open mind;
- Ability to actively participate in discussion and deliberation and to attain positive outcomes;
- Leadership experience;
- Time and energy to devote to the work of the Board;
- Belief that the public library provides a unique and essential service to the residents of Oxford County;
- Aptitude for long- and short-range planning;
- Experience or interest in community development and engagement;
- Commitment to Intellectual Freedom;
- Skilled in one or more of the following would be considered an asset: media relations, advocacy, fundraising, business and financial management, strategic planning and policy development.

Term

A Library Board member shall hold office for a term concurrent with the term of the appointing council, or until a successor is appointed.

Time Commitment

The Board will meet a minimum of seven regular meetings each year, as described in section 16 of the *Public Libraries Act*.

In accordance with the *County of Oxford Procedure By-law No. 6268-2020* section 3.8.5, the Board shall provide members the option to meet both in person and virtually through a hybrid meeting system. Hybrid meetings allow the most flexibility to members and will be live streamed and recorded for access to the public.

Special Meetings

Special meetings of the Board may be required. Said meetings may be called by the Board Chair or any two members of the Board, with information on the specific purpose of the meeting and reasonable notice given to members in writing.

Oxford County Library Board

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June 2022

Attendance at Meetings

Regular attendance of all Board members to meetings is vital to the satisfactory conduct of Board business. In the event that a member must be absent from any meeting, said member shall notify the Board Chair and/or Secretary prior to the day of the meeting.

A Board member who is absent from three consecutive meetings without authorization by board resolution shall be removed / disqualified from the Board.

Rules of Procedure

The Board shall follow all rules and regulations found in the *County of Oxford Procedure By-law No. 6268-2020*, in accordance with section 2.2.

Inaugural Meeting of the Library Board

In accordance with the *Public Libraries Act*, s. 14(1) the Chief Executive Officer shall call the inaugural meeting of the Oxford County Library Board at the start of each new term upon receipt of the confirmation of appointments.

Meetings

In accordance with the *Public Libraries Act*, s. 16.1(2) all meetings of the Board are open to the public.

Closed Session

A meeting or part of a meeting may be closed to the public when dealing with information about an identifiable individual as specified in the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) or other subject matter as outlined in R.S.O. 1990, c. P.44, s. 16.1 (4). The Board shall follow all rules and procedures found in the *County of Oxford Procedure By-law No. 6268-2020*, in accordance with section 12.2 to 12.8.

Officers of the Board:

Board Chair

1. In accordance with the *Public Libraries Act*, R.S.O. 1990, c. P44 s. 14(3), a board shall elect one of its members as chair at its first meeting in a new term.
2. The term of office for the chair of the Oxford County Library shall be for one year. The Chair may be reappointed.
3. In accordance with the *Public Libraries Act*, s. 14(4), the board, in the absence of the chair, may appoint an acting chair. See Section 2: Terms of Reference of the Vice Chair.
4. The chair leads the board, acts as an official representative of the library, ensures the proper functioning of the board and the proper conduct of board business, in accordance with appropriate legislation and prescribed rules of procedure adopted by the board.
5. The chair will:
 - a) preside at regular and special meetings of the board
 - b) set the agenda in consultation with the CEO
 - c) ensure that business is dealt with expeditiously and help the board work as a team
 - d) coordinate the board's evaluation process

Oxford County Library Board
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- e) represent the board, alone or with other members of the board, at any public or private meetings for the purpose of conducting, promoting or completing the business of the board
- f) not commit the board to any course of action in the absence of the specific authority of the board.

Vice-Chair

1. The election of the vice-chair shall take place at the first meeting in each calendar year for the term of one year or the end of the term of the board, whichever comes first.
2. The vice-chair will be acting chair for the duration of the absence of the chair.

Secretary

1. The Chief Executive Officer serves as secretary of the board, as permitted by the *Public Libraries Act*, s. 15(5).
2. The secretary acts as the record-keeper to the board.
3. The Chief Executive Officer may delegate responsibilities of the position to the Deputy Clerk.
4. In accordance with the *Public Libraries Act*, s. 15(3), the secretary will:
 - a) Conduct the board's official correspondence
 - b) Keep minutes of every meeting of the board
5. In addition, the secretary will:
 - a) prepare the agenda prior to each board meeting, in cooperation with the CEO and chair
 - b) distribute the agenda, with all reports and enclosures, to all board members prior to the relevant board meeting
 - c) distribute the minutes to all board members not less than 48 hours prior to the next board meeting.

Treasurer

1. The County Treasurer serves as treasurer to the board, as allowed by the *Public Libraries Act*, s. 15(4).
2. The treasurer shall monitor the financial activities of the library and shall ensure that complete and accurate records are kept in accordance with generally accepted accounting practices.
3. In accordance with the *Public Libraries Act*, s. 14(4), the treasurer will:
 - a) Receive and account for all the board's money
 - b) Open an account or accounts in the name of the board in a chartered bank, trust company or credit union approved by the board
 - c) Deposit all money received on the board's behalf to the credit of that account or accounts
 - d) Disburse the money as the board directs.

Oxford County Library Board Terms of Reference June 2022

4. The treasurer will provide the board with a report of the financial position of the library, monthly or as otherwise required.

Chief Executive Officer (CEO)

1. In accordance with the *Public Libraries Act*, s. 15(2), the Oxford County Library Board appoints the CEO, who shall attend all board meetings and meetings of any committees of the board.
2. The board delegates the authority for management and operations of services to the CEO.
3. As an officer of the board, the CEO:
 - a) does not vote on board business
 - b) identifies community needs and concerns
 - c) identifies, supports and facilitates strategic planning and future direction of the library
 - d) supports and facilitates planning and delivery of services
 - e) recommends policies
 - f) provides general supervision over the direction of the operations of the library and its staff.

Compensation and Expenses (under review)

Committee members will receive remuneration as per the policies of the County of Oxford, as amended from time to time and shall be reimbursed by the County for County business related expenses incurred, payable in accordance with Employee Expense Policy No. 6.02.

Committee/Board	Compensation for Layperson Appointees
Land Division Committee	\$100 per diem
Accessibility Advisory Committee	60% of Land Division Committee per diem rate
Agricultural and Planning Advisory Committee	60% of Land Division Committee per diem rate
Library Board	60% of Land Division Committee per diem rate
Compensation shall be set and remain in effect for the term of County Council – commencing December 9, 2014	

Education

Board orientation, training, development and evaluation are covered under the *Oxford County Library Board Governance Policy Manual* (Motion #: 2022-04)

Further training opportunities by the *Ontario Library Boards' Association* and the *Ontario Library Service* will be made available.

Achievements / Accomplishments 2018-2022

At the end of each term, the Board drafts a Library Board Legacy Document that is included in the Oxford County Library Board Orientation Manual for incoming Library Board members.

While the Legacy document will not be finalized until the end of the Board term, below are some highlights of the 2019-2022 Library Board accomplishments:

- Adoption of a COVID-19 Pandemic Recovery Plan
- 2019 Mobile Outreach Pilot Project and ongoing funding for the **Ox on the Run** outreach service.
- Implementation of Library RFID Technology
- Receipt of a Canada Healthy Communities Grant for the Tillsonburg Outdoor Learning Classroom project.
- Recruitment of a new CEO/Chief Librarian in 2022

Additional Information

Oxford County Library Board Governance Policy Manual (Motion #: 2022-04) includes information on the following areas of board governance:

- Planning
- Delegation of Authority to the CEO/Chief Librarian
- Advocacy
- Policy Development
- Succession Planning
- Code of Conduct
- Board Orientation
- Advisory Committees / Friends of the Library
- Board Training and Development
- Annual Board Evaluation
- Board Duties and Responsibilities
- CEO Performance Appraisal
- Board Committees
- Municipal Freedom of Information and Protection of Privacy Act

REPORT TO LIBRARY BOARD

2026 Q2 Library Business Plan and Budget Update

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board receives Report 2026-33, 2026 Q2 Library Business Plan and Budget Update, for information and discussion.

REPORT HIGHLIGHTS

- Delivery of the 2026 goals and objectives is progressing as planned
- Budget variance report is projecting a preliminary year end surplus of \$10,155

IMPLEMENTATION POINTS

Staff will continue to monitor the Library's budget and take appropriate action as required. The next financial update for the Board will be in November for the period ending September 30, 2026.

Financial Impact

The 2026 year-end forecast as of June 30, 2026 projects a surplus of \$10,155. Additional detailed information regarding the forecasted variances can be found on Attachment 2 to this report.

Communications

This report is intended to update the Board on the Library's progress in meeting the goals and objectives set out for 2026 and a view of the Q2 budget variance with forecasted year end results.

DISCUSSION

Background

In accordance with the reporting provisions contained within the Long-Term Financial Sustainability Plan, staff have prepared progress updates for each of the approved goals and objectives within the business plan, accompanied by a budget variance report as of June 30, 2026.

Comments

The 2026 Business Plan is progressing as planned. Details regarding each of the goals are provided in Attachment 1.

Staff review the financial activity on a monthly basis for potential areas of concern and to ensure spending will remain within the budget provisions approved by the Board. To date, the financial activity is generally as expected for the second quarter, with the main forecasted variance related to increased user fees and charges revenues. The year-to-date expenses and forecast figures as of the end of Q2 2026 are presented in Attachment 2 with no emergency or unplanned expenses recorded.

CONCLUSIONS

Overall, this report demonstrates that the Library is well positioned to deliver the 2026 Business Plan and Budget as approved.

SIGNATURES

Report author:

Original signed by

Owen O'Reilly
Associate Manager of Financial Operations

Departmental approval:

Original signed by

Amy Smith
Director of Human Resources and Corporate Services

**Report 2026-33
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: September 15, 2026**

Approved for submission:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 – 2026 Q2 Business Plan Update
Attachment 2 – 2026 Q2 Library Variance Report

Goals and Objectives

Description	2026	2027	2028	Status Update
Branch Library Accessibility Audit With assistance from the Oxford County Accessibility Committee, the Library will complete accessibility audits of the following branches: Ingersoll Branch, Norwich Branch, Thamesford Branch, Tillsonburg Branch. The audits will focus on Accessibility for Ontarians with Disabilities Act (AODA) compliance, while also reviewing ways to improve accessibility beyond AODA for library specific items such as shelving, furniture design and space layout.	●			Library staff are currently coordinating with the Oxford County Accessibility Committee to complete audits of four library locations. Staff anticipate the first audit will be completed at the end of Q3 with results going to the Library Board in early Q4.
Library Board Orientation Planning The Library CEO and Administrative team will prepare a robust orientation plan for the incoming 2027 Library Board. The plan will include on-site training for Board members, an online document portal, introduction to key staff members, and ongoing virtual training to support further learning.	●			The Library's Administrative Team is currently working to improve the Orientation Plan for the incoming 2027 Library Board. New orientation documentation has just been released by the Ontario Library Service and will be integrated into planning. Staff anticipate a draft version of the orientation plan to be presented to the Library Board by October 2026.

 LIBRARY June Variance Reporting For the Period Ending June 30, 2026					
	YTD		REVISED	FORECAST	FORECAST
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE
				\$	%
CAPITAL					
LIBRARY ADMINISTRATION					
60000 LIBRARY ADMINISTRATION	120,698	337,017	337,017	-	-
92605 R - LIBRARIES - CAPITAL	(104,993)	(331,017)	(331,017)	-	-
TOTAL LIBRARY ADMINISTRATION	15,705	6,000	6,000	-	-
BRANCH LIBRARIES					
61011 TAVISTOCK LIBRARY	10,183	10,200	15,000	4,800	32.0%
61013 TILLSONBURG LIBRARY	-	-	-	-	-
TOTAL BRANCH LIBRARIES	10,183	10,200	15,000	4,800	32.0%
SPECIAL PROGRAMS					
62006 MOBILE OUTREACH	-	-	300,000	300,000	100.0%
92600 R - LIBRARIES	-	-	(300,000)	(300,000)	100.0%
TOTAL SPECIAL PROGRAMS	-	-	-	-	-
OCL ING					
80000 CAPITAL	-	134,098	129,888	(4,210)	(3.2%)
92605 R - LIBRARIES - CAPITAL	-	(134,098)	(129,888)	4,210	(3.2%)
TOTAL OCL ING	-	-	-	-	-
Norwich Library					
80000 CAPITAL	-	11,800	12,000	200	1.7%
92605 R - LIBRARIES - CAPITAL	-	(11,800)	(12,000)	(200)	1.7%
TOTAL Norwich Library	-	-	-	-	-
TILLSONBURG LIBRARY					
80000 CAPITAL	22,723	23,000	25,000	2,000	8.0%
92605 R - LIBRARIES - CAPITAL	(22,723)	(23,000)	(25,000)	(2,000)	8.0%
TOTAL TILLSONBURG LIBRARY	-	-	-	-	-
TOTAL CAPITAL	25,888	16,200	21,000	4,800	22.9%
OCL					
LIBRARY ADMINISTRATION					
60000 LIBRARY ADMINISTRATION					
REVENUES					
GENERAL REVENUES					
3325 REV - SERVICE RECOVERY FEES	(22,156)	(30,115)	(20,000)	10,115	(50.6%)
3332 REV - INTEREST	(1,641)	(3,200)	(3,500)	(300)	8.6%
3334 REV - DONATIONS	(52)	-	-	-	-
TOTAL GENERAL REVENUES	(23,849)	(33,315)	(23,500)	9,815	(41.8%)
GRANTS AND GOVERNMENT TRANSFERS					
3200 REV - PROVINCIAL GOVT	-	(135,675)	(135,675)	-	-
3203 REV - PROV-PAY EQUITY	-	(3,229)	(3,229)	-	-
TOTAL GRANTS AND GOVERNMENT TRANSFERS	-	(138,904)	(138,904)	-	-
TOTAL REVENUES	(23,849)	(172,219)	(162,404)	9,815	(6.0%)

LIBRARY
June Variance Reporting
For the Period Ending June 30, 2026

	YTD		REVISED	FORECAST	FORECAST
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE
				\$	%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	386,057	820,673	820,084	(589)	(0.1%)
HONORARIUM	2,600	5,500	5,500	-	-
BENEFITS	131,566	267,501	267,501	-	-
TOTAL SALARIES AND BENEFITS	520,223	1,093,674	1,093,085	(589)	(0.1%)
OPERATING EXPENSES					
5000 MEETING COSTS	-	200	200	-	-
5002 CREDIT CARD COSTS	108	694	150	(544)	(362.7%)
5012 COMPUTER SOFTWARE & SUPPORT	37,639	44,527	44,700	173	0.4%
5015 ADVERTISING/MARKETING/PROMO	5,188	21,000	21,000	-	-
5018 TELECOMMUNICATIONS	1,283	2,584	2,700	116	4.3%
5020 MEMBERSHIP/DUES/SUBSCRIPTIONS	11,633	13,008	13,145	137	1.0%
5021 TRAINING/SEMINARS/CONFERENCE	6,524	18,600	18,600	-	-
5023 POSTAGE	2,253	9,095	9,100	5	0.1%
5025 TRAVEL-EXPENSES, MILEAGE	5,738	15,000	15,000	-	-
5026 TOOLS/EQUIPMENT PURCHASE	1,919	5,250	5,250	-	-
5029 R & M - EQUIPMENT	14,315	16,424	16,000	(424)	(2.7%)
5045 OFFICE SUPPLIES/EXPENSES	2,308	5,000	5,000	-	-
5303 INSURANCE	23,311	23,311	16,130	(7,181)	(44.5%)
6019 SUPPLIES/PROGRAM EXPENSES	4,994	11,250	11,250	-	-
6020 BOOKS - HARD COPY	7,584	16,000	16,000	-	-
6023 CULTURAL PROGRAMS	21,738	45,500	45,500	-	-
6024 GUIDES & TOOLS	15,933	18,304	20,515	2,211	10.8%
6028 BOOKS - ELECTRONIC	122,057	266,922	271,500	4,578	1.7%
TOTAL OPERATING EXPENSES	284,525	532,669	531,740	(929)	(0.2%)
CONTRACTED SERVICES					
5050 GARBAGE DISPOSAL	87	200	200	-	-
5308 PURCHASED SERVICES	178	658	1,000	342	34.2%
TOTAL CONTRACTED SERVICES	265	858	1,200	342	28.5%
INTERDEPARTMENTAL CHARGES	533,382	1,024,219	1,024,154	(65)	(0.0%)
TOTAL EXPENSES	1,338,395	2,651,420	2,650,179	(1,241)	(0.0%)
	1,314,546	2,479,201	2,487,775	8,574	0.3%
63000 FUNDRAISING	(15)	-	-	-	-
91600 DC - LIBRARY	(89,238)	(136,008)	(136,008)	-	-
92130 R - CORPORATE GENERAL	-	(9,576)	(9,576)	-	-
92141 R - GROWTH - LIBRARY	27,393	15,032	15,032	-	-
92605 R - LIBRARIES - CAPITAL	124,500	249,000	249,000	-	-
TOTAL LIBRARY ADMINISTRATION	1,377,186	2,597,649	2,606,223	8,574	0.3%



LIBRARY

June Variance Reporting

For the Period Ending June 30, 2026

	YTD		REVISED	FORECAST	FORECAST
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE
				\$	%
BRANCH LIBRARIES					
61000 BROWNSVILLE LIBRARY	20,966	45,362	45,422	60	0.1%
61001 BURGESSVILLE LIBRARY	43,045	92,484	92,813	329	0.4%
61002 EMBRO LIBRARY	20,521	47,963	48,008	45	0.1%
61003 HARRINGTON LIBRARY	21,952	44,244	44,494	250	0.6%
61004 INGERSOLL LIBRARY	377,219	796,349	798,340	1,991	0.2%
61005 INNERKIP LIBRARY	53,137	114,697	115,942	1,245	1.1%
61006 MT-ELGIN LIBRARY	24,973	54,852	54,838	(14)	(0.0%)
61007 NORWICH LIBRARY	144,365	314,342	299,028	(15,314)	(5.1%)
61008 OTTERVILLE LIBRARY	38,460	92,485	92,981	496	0.5%
61009 PLATTSVILLE LIBRARY	57,351	153,993	154,055	62	0.0%
61010 PRINCETON LIBRARY	37,312	86,053	83,928	(2,125)	(2.5%)
61011 TAVISTOCK LIBRARY	148,706	308,680	305,308	(3,372)	(1.1%)
61012 THAMESFORD LIBRARY	133,266	276,228	279,082	2,854	1.0%
61013 TILLSONBURG LIBRARY	374,102	844,795	856,209	11,414	1.3%
92605 R - LIBRARIES - CAPITAL	88,000	176,000	176,000	-	-
TOTAL BRANCH LIBRARIES	1,583,375	3,448,527	3,446,448	(2,079)	(0.1%)
SPECIAL PROGRAMS					
62006 MOBILE OUTREACH	94,195	224,826	223,686	(1,140)	(0.5%)
TOTAL SPECIAL PROGRAMS	94,195	224,826	223,686	(1,140)	(0.5%)
TOTAL OCL	3,054,756	6,271,002	6,276,357	5,355	0.1%
TOTAL LIBRARY	3,080,644	6,287,202	6,297,357	10,155	0.2%

REPORT TO LIBRARY BOARD

2027 Library Business Plan Goals and Objectives

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board approves the 2027 Library Business Plan Goals and Objectives as set out in Report 2026-34.

REPORT HIGHLIGHTS

- 2027 goals have been created with impacts to budget in mind.
- The goals, outlined in this report, focus on the Library's Strategic Goal to Sustain Service Excellence.

IMPLEMENTATION POINTS

Approval of the proposed goals and objectives for 2027, as well as any additionally identified goals put forward by the Library Board as a result of discussion, will guide the preparation of the draft 2027 budget, which will be presented to the Library Board for consideration at the October 2026 regular meeting.

Financial Impact

Discussion of financial impacts will be considered as part of the 2027 Draft Budget to be presented to the Library Board at the October 2026 regular meeting.

Communications

Pursuant to the Library Board's approval of both the 2027 Business Plan and Budget, Library staff will work with County staff to prepare documentation for the 2027 Draft Business and Budget Package to be presented to County Council at their meeting on November 25, 2026.

Report 2026-34
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: September 15, 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 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.		Strategy 3.2 – Expand the availability of self-service options and introduce more technology to increase access.

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

DISCUSSION

Background

Each year, the Library Board receives the draft Business Plan goals and objectives for review in September. This timing allows staff time to amend goals and objectives prior to providing the final draft Business and Budget Plan at the October meeting.

The 2027 draft goals and objectives, Attachment 1, has been formed to align with the 2024-2028 Library Strategic Plan.

Comments

Library staff built the 2027 draft Business Plan with input from the 2024-2028 Strategic Plan, as well as regularly timed planning and orientation commitments.

Report 2026-34
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: September 15, 2026

Proposed Goals and Objectives for 2027:

1. *Preparing for Ontario Public Library Reaccreditation*

As a provincially accredited Public Library, Oxford County Library is required to undergo reaccreditation every five years. The Library is scheduled for the next reaccreditation in 2028. During 2027, Library staff will conduct a comprehensive review of accreditation standards, update and organize required documentation, assess facility and space requirements, and implement or plan any necessary improvements to ensure full compliance and readiness for reaccreditation in 2028.

2. *Orientation of New Library Board*

Library administrative staff will successfully implement the Library Board Orientation Plan developed in 2026 to ensure all new and returning Library Board members receive a consistent, comprehensive onboarding experience. Staff will leverage resources and expertise from the Ontario Library Service and the Ontario Library Association to enhance orientation content, support board integration, and promote governance readiness and engagement.

3. *Service Delivery Model Update*

The Library management team will engage staff and customers through surveys and feedback opportunities to evaluate the effectiveness of the 2023 Service Delivery Model. The team will use the findings from these engagement opportunities to develop an updated model that reflects evolving community needs and informs future investments in services, spaces, collections, programming and technology for the next three to five years.

Outside of the official business plan goals, Library staff will also work toward the new Mount Elgin library branch location. The team will also continue to work toward a comprehensive staff onboarding plan and a branch level payment solution, both of which were delayed in 2025 due to staffing and technology limitations.

CONCLUSIONS

Library staff believe the 2027 draft Library Business Plan goals and objectives will help continue to build service excellence while helping plan for innovation in the future.

SIGNATURES

Departmental approval:

Original signed by

Lisa Marie Williams
 CEO / Chief Librarian

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Connect with library staff. Re-**Discover** our services and resources. **Share** your library story. **Become** a library member.

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**Sept
23**

Brownsville Branch

4:00–6:00pm

**Sept
29**

Ingersoll Branch

5:00–7:00pm

**Oct
1**

Tillsonburg Branch

5:00–7:00pm

**Oct
7**

Norwich Branch

4:30–6:30pm

**Oct
8**

Princeton Branch

5:00–7:00pm

**Oct
16**

Thamesford Branch

4:00–6:00pm

**Oct
22**

Tavistock Branch

5:00–7:00pm



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