

AGENDA

OXFORD COUNTY LIBRARY BOARD BOARD MEETING

**Tuesday, October 20, 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 September 15, 2026
- 5. DELEGATIONS AND PRESENTATIONS AND CONSIDERATION THEROF**
- 6. CONSIDERATION OF CORRESPONDENCE**
- 7. REPORTS**
 - 7.1 2026-35 Key Agenda Items and Policy Framework
RECOMMENDATION
 1. That the Library Board receives verbal Report 2026-35 Key Agenda Items and Policy Framework Update for information and discussion.
 - 7.2 2026-36 Librarian Report
RECOMMENDATION
 1. That the Library Board receives Report 2026-36, Librarian Report, for information and discussion.
 - 7.3 2026-37 2027 Business and Budget Plan
RECOMMENDATION
 1. That the Board receive Report 2026-37 entitled “2027 Library Business Plan and Budget” and recommends that County Council approve the 2027 Oxford County Library Business Plan and Budget to provide a levy of \$6,719,686, subject to possible minor adjustments to interdepartmental charges.
 - 7.4 2026-38 Leadership Development and Succession Planning Update

RECOMMENDATION

1. That the Library Board receives Report 2026-38, Leadership Development and Succession Planning, for information and discussion.

7.5 2026-39 Operational Policy Review: Children's and Teen Services Policy

RECOMMENDATION

1. That the Library Board approves amendments to the Children's and Teen Services Policy as set out in Attachment 1 to Report 2026-39.

7.6 2026-40 Library Board Legacy Document

RECOMMENDATION

1. That the Library Board approves the 2023-2026 Library Board Legacy Document as set out in Attachment 1 to Report 2026-40.

8. UNFINISHED BUSINESS

9. NOTICE OF MOTIONS

10. NEW BUSINESS / ENQUIRIES / COMMENTS

10.1 CEO/Chief Librarian Performance Evaluation Committee

10.2 Ox on the Run vehicle update for information

11. CLOSED SESSION

12. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

13. ADJOURNMENT



OXFORD COUNTY LIBRARY BOARD MEETING MINUTES

Tuesday September 15, 2026

Members Present: Chair, Laura Langford
Councillor David Mayberry
Alan Dale
Katherine Grieve
Cynthia Lacroix

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: Vice Chair, Councillor Brian Petrie
Megan Blair

1. CALL TO ORDER

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

2. APPROVAL OF AGENDA

RESOLUTION 1

Moved By: David Mayberry
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: Katherine Grieve



Resolved that the Library Board minutes of July 21, 2026, be adopted.

DISPOSITION: Motion Carried

5. DELEGATIONS. PRESENTATIONS AND CONSIDERATION THEREOF

NIL

6. CONSIDERATION OF CORRESPONDENCE

7. REPORTS

7.1. 2026-31 Key Agenda Items and Policy Review Framework (verbal report)

RESOLUTION 3

Moved By: David Mayberry

Seconded By: Alan Dale

Resolved that the Library Board receives verbal Report 2026-31, Key Agenda Items and Policy Review Update for information and discussion.

DISPOSITION: Motion Carried

7.2. 2026-32 Governance Policy Review: Oxford County Library Board Terms of Reference

RESOLUTION 4

Moved By: David Mayberry

Seconded By: Alan Dale

Resolved 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 as amended.

DISPOSITION: Motion Carried

7.3. 2026-33 Q2 2026 Business and Budget Plan Update

RESOLUTION 5

Moved By: Katherine Grieve

Seconded By: Alan Dale

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

DISPOSITION: Motion Carried

7.4. 2026-34 2027 Business Plan Goals and Objectives

RESOLUTION 6

Moved By: David Mayberry

Seconded By: Alan Dale

Resolved that the Library Board approves the 2027 Business Plan Goals and Objectives as set out in Report 2026-34, for information and discussion.

DISPOSITION: Motion Carried

8. UNFINISHED BUSINESS

NIL

9. NOTICE OF MOTIONS

NIL

10. NEW BUSINESS/ ENQUIRIES/ COMMENTS

10.1 That the Library Board receives the Library Open House events for information.

10.2 That the Library Board receives the update on Ox on the Run vehicles for information.

11. CLOSED SESSION

12. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

13. ADJOURNMENT

RESOLUTION 7

Moved By: Katherine Grieve

Seconded By: Cynthia Lacroix

Resolved that the Board meeting of September 15, 2026, be adjourned at 4:35 p.m. until the next meeting scheduled for October 20, 2026, at 3:30 p.m. at the Oxford County Administrative Building.

DISPOSITION: Motion Carried at 4:35 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

[illegible]

REPORT TO LIBRARY BOARD

Librarian Report

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board receives Report 2026-36, 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 2026-36
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: October 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
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.1 – Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.</p> <p>Strategy 1.2 – Develop and implement a referral framework to ensure that customers with diverse needs are referred to program and service supports provided by the most appropriate community organizations.</p> <p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>	<p>Strategy 2.1 – Create and implement a Communications Strategy to build OCL's brand awareness and service offerings in the community.</p> <p>Strategy 2.2 – Develop and implement a Patron Management and Growth Plan to increase usership and community engagement with library programs, services and spaces.</p> <p>Strategy 2.3 – Plan and implement the expansion of non-traditional services to include more digital resources, access to technology and unique collections.</p>	<p>Strategy 3.1 – Plan, design, and implement a Programs and Services Accessibility Strategy to make OCL inclusive and accessible to all residents.</p> <p>Strategy 3.2 – Expand the availability of self-service options and introduce more technology to increase access.</p> <p>Strategy 3.3 – Expand the Ox on the Run program to increase library access in communities without branches and to meet residents where they are to drive engagement.</p>

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

DISCUSSION

CEO / Chief Librarian

- September 17th – ARUPLO AGM
- September 24th – AMPLO meeting
- October 2nd – OLC AGM
- October 7th – OLS CEO Networking meeting

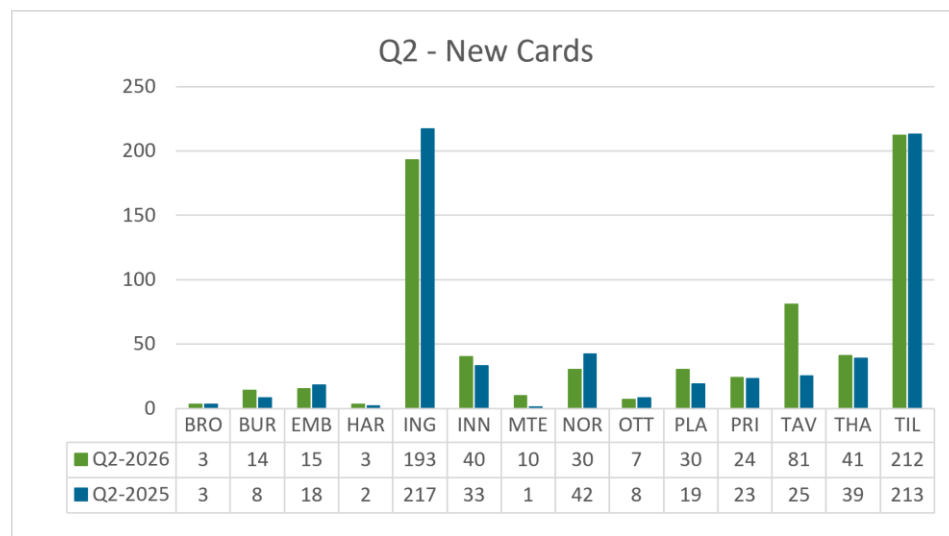
Report 2026-36
HUMAN RESOURCES &
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- October 7th – Safe & Well Oxford – People & Belonging
- October 14th – Webinar “Dos and Don’ts of MOUs between Library Boards and Municipalities.
- October 19th – OPLG Audit Planning meeting

Quarterly Statistics

New Card Holders

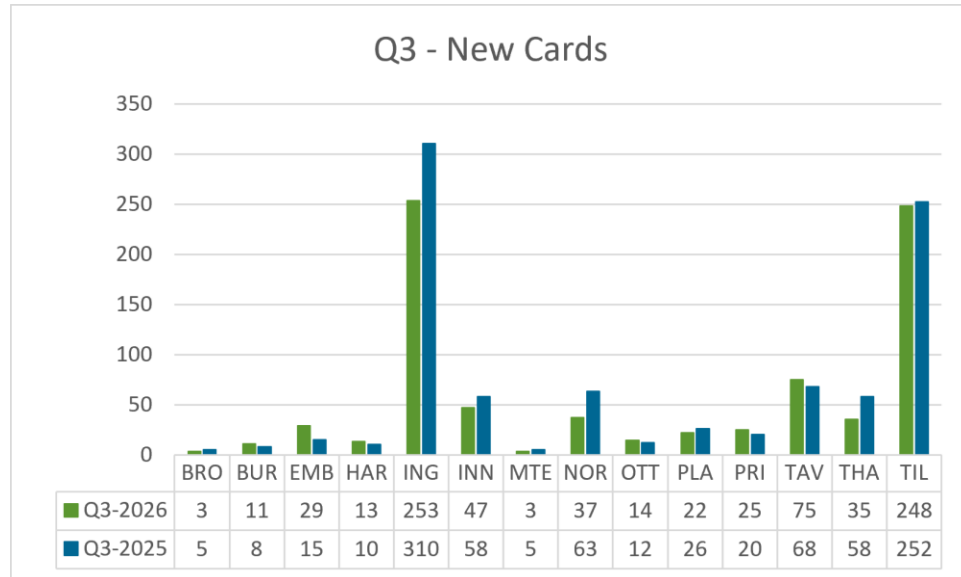
New cards were up 8% in the second quarter with Burgessville (75%), Innerkip (21%), Mount Elgin (900%), Plattsville (58%), and Tavistock (224%) all attracting impressive numbers of new patrons.



Q2 New Card Holders		
2025	2026	% Change
703	651	8%

In the third quarter overall new card creation was down by 10% or roughly 95 less new cards. However, we saw strong growth in Burgessville (38%) and Embro (93%), among smaller growth at other village and regional locations.

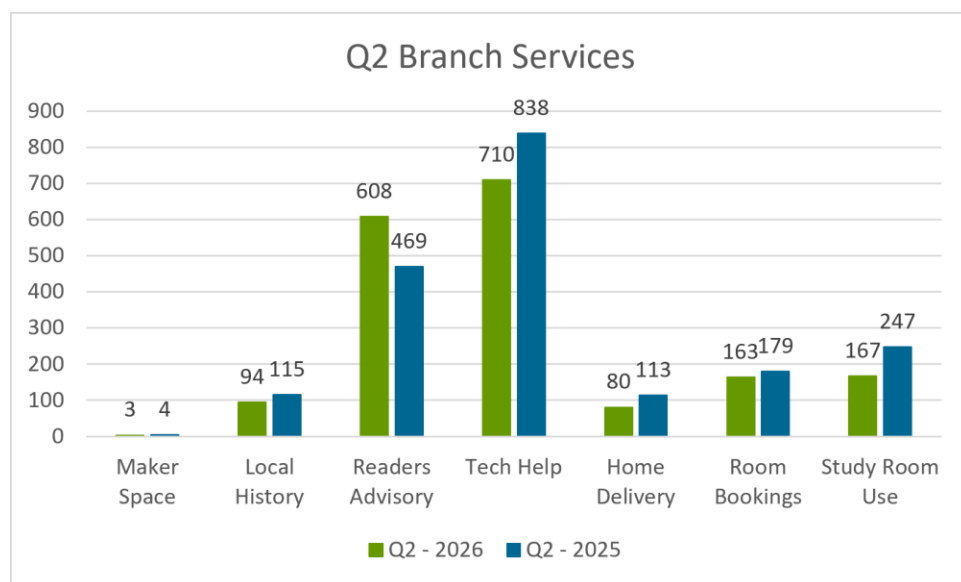
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Q3 New Card Holders		
2025	2026	% Change
815	910	-10%

Branch Services

The second quarter showed a slight slowing of our branch services with numbers down slightly in most areas. Readers Advisory continued to show positive growth of 30%, showing how important staff knowledge continues to be for our patrons.

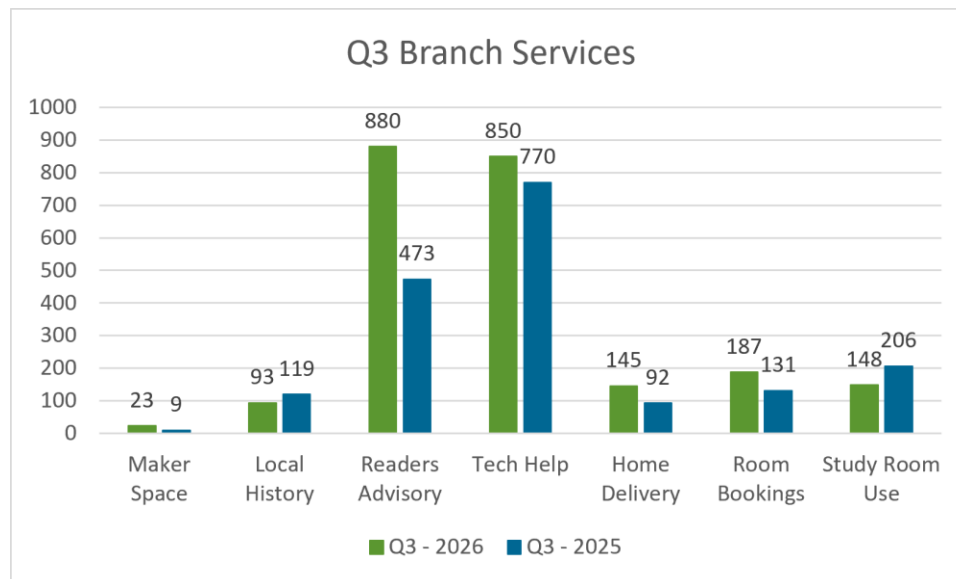


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Q2 Branch Services		
2025	2026	% Change
1965	1825	-7%

Makerspace appointments grew by 156% in the third quarter after the implementation of the new Makerspace Assistant position. Staff used underutilized hours at the Ingersoll branch to cobble together a 20 hour a week position to enhance makerspace programming and usage.

Other branch services rebounded from Q2 with positive usage nearly in all areas. And though local history requests were down by 22%, staff reported those requests that came in required more complex research.

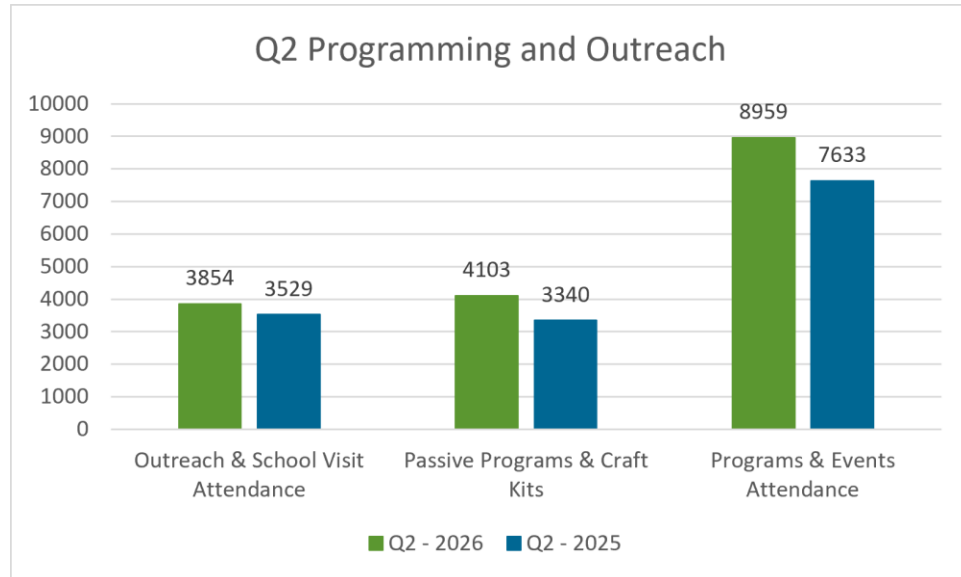


Q3 Branch Services		
2025	2026	% Change
1800	2326	29%

Branch Programming and Outreach

Branch programming saw steady increases in the second quarter with more programs and events offered (11%) which led to a 17% increase in attendance to those events. Branches also saw moderate increases in the number of school visits they were able to offer (10%) and the number of patrons participating in passive programming or take-home craft kits (23%)

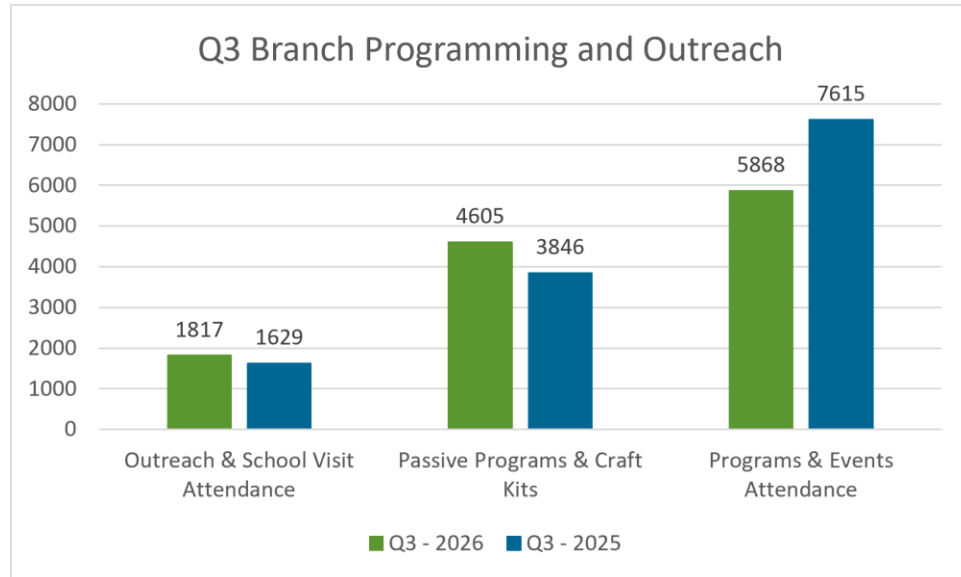
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Q2 Branch Programming and Outreach		
2025	2026	% Change
14,502	16,916	17%

The third quarter saw positive increases in outreach attendance (12%) and passive programming (20%), but a decrease of about 23% in overall program attendance. This dip is likely in part due to some severe weather throughout the summer that saw the cancelation of some library events.

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Q3 Branch Programming and Outreach		
2025	2026	% Change
13,090	12,290	-6%

Monthly Statistics

Branch Visits

Though branch visits overall were slightly down or stable through the third quarter, the Library saw positive growth at a number of the village and regional branches. Ox on the Run visits were down significantly this summer due to a number of cancelled stops and events related to severe weather.

% Total Change	July	August	September	Year to Date
Total Branch Visits	-4%	0%	-1%	0%

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Branches of Note	July	August	September	Year to Date
Brownsville	16%	48%	2%	25%
Burgessville	8%	0%	26%	14%
Harrington	34%	4%	16%	7%
Mount Elgin	12%	-20%	14%	6%
Princeton	8%	35%	-20%	4%
Tavistock	29%	22%	5%	16%
Thamesford	13%	-2%	9%	4%

Computer Use

The Library saw positive gains in computer usage thanks, in part, to the rollout of new computers throughout the system. Wireless usage also saw positive gains throughout the system showing a significant increase in demand for this service rebounding after several years of decline. Staff will continue to monitor these overall numbers and work with our IT partners at the County to continue the rollout of new computers and equipment to better serve our patrons.

% Total Change	July	August	September	Year to Date
Total Computer Use	3%	-5%	7%	-3%
Total Wireless Use	21%	6%	30%	0%
Total Use Overall	13.8%	1.3%	20.9%	-1.3%

Physical Circulation

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Physical circulation continued to decline throughout the third quarter, indicating that while patrons are actively visiting locations and engaging with library resources and services, they are checking out fewer physical items.

% Total Change	July	August	September	Year to Date
Total Physical Circulation	-5%	-4%	-6%	-3%

Four locations, however, should be noted for their positive increases to circulation throughout the third quarter.

Locations of Note	July	August	September	Year to Date
Brownsville	11%	9%	11%	6%
Embudo	33%	37%	21%	24%
Ox on the Run	11%	27%	-26%	73%
Tavistock	17%	29%	29%	12%

Digital Circulation

Digital circulation continues to show some moderate growth over the third quarter. Audiobooks and eBooks continue to be the most actively used collections, with Digital Newspapers and Magazines showing positive growth in July and August.

% Total Change	July	August	September	Year to Date
Total Digital Circulation	5%	3%	-5%	0%

Community Outreach

Ox on the Run

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Ox on the Run had another busy summer including extra evening stops in Ingersoll, Tillsonburg, Beachville and Mount Elgin.

Ox also attended several summer special events, including:

- Ingersoll Canada Day
- Ingersoll Hometown Hangout
- Brownsville Family Fun Day

Several other big events where not attended due to weather cancellations.

September brought a new stop in Derham Centre (SWOX).

This fall the Ox attended:

- Drumbo Fall Fair
- Embro Fall Fair
- Tavistock Fair
- Wings N Wheels in Tillsonburg

The team also worked with the Library's Community Liaison Coordinator to create lawn signs advertising bookmobile stops in communities. So far, staff have reported that the signs seem to be effective in bringing residents to the bookmobile.



Drumbo Fall Fair

Library staff once again ran the children's craft tent at the Drumbo Fall Fair, hosting 325 visitors to the tent. The event requires a number of staff over the course of the weekend and is a great way for the Northern Branch Team to reach residents. Ox on the Run was also in attendance with the Bookmobile, as mentioned above. This ongoing partnership with the Drumbo Agricultural Society continues to help the Library create strong connections within the Blandford Blenheim community.

Aging Well Road Show

The Library's Programming and Outreach Librarian has been traveling across the County to join the Aging Well Road Show at each stop. These series of free community events hosted by the Oxford Age-Friendly Steering Committee help connect community partners with older adults throughout Oxford County to provide information on local resources, volunteer opportunities and support services.

Branch Outreach

Embro Cambrocourt Manor

The Embro Branch Team hosted a library card and home outreach sign-up event at Cambrocourt Manor this fall as part of an effort to re-engage residents with the library while

gently ending the honour system browsing collection that was previously left onsite. Staff were able to connect with 9 residents and provided ongoing information on library services with all 24 resident rooms.

Collections and Technology

Cool Stuff to Borrow Collection

The Library continues to expand its “Cool Stuff to Borrow” collection with the addition of a new small tool lending collection. The collection supports hands-on learning, home maintenance, and access to practical resources that residents may not otherwise own.

Initial items include:

- Stud Finder
- All-Purpose 22-Piece Tool Set
- Garden Tool Set

The Library is also preparing to add Therapy Lights to the collection, further expanding access to wellness-focused resources for the community.

Staff SharePoint Launch

The Library has successfully launched a new internal SharePoint page to provide access to key resources, procedures, training opportunities, and operational updates. Developed with input from staff across the organization, the site is designed to improve information sharing and collaboration across all branches and departments.

Individual branch and department team pages are currently in the works, as well as centralized staff onboarding and training pages. Library staff are also hoping to utilize a SharePoint page for onboarding and orientation of the new 2027 Library Board in the next few months.

New BiblioCommons Homepage

The Library launched a redesigned BiblioCommons homepage this fall to create a more localized catalogue experience for library cardholders. The new page allows library staff to better showcase curated collections, new and upcoming titles, genre-based browsing and direct links back to the library’s main pages for library programs and services. A key component of the redesign is the integration of staff-curated booklists and recommendations. Staff participation has been especially strong with curated book lists based on their expertise and interests. This collaborative effort has helped create fresh and engaging content, while encouraging collection discovery.

Branches and Programming

Fall Open House Events

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Five of the seven open house events have been hosted by the writing of this report. The reception at these events has been very positive, with municipal candidates for area councils attending almost all the events. Princeton Branch's open house was the most successful in attracting candidates for council with 6 candidates in attendance.

Each open house event has included slide presentations, printed 2025 report cards, passive activities for children, refreshments and a raffle prize to be drawn at the end of the final event. Ox on the Run has also attended, when possible, to provide tours of the vehicle and talk about the bookmobile's service.

Oxford Reads 2026

Oxford Reads continues to generate strong community engagement with a successful lineup of programs already delivered and more to come through the end of October. Programming to date has included an animal awareness presentation with Upper Thames River Conservation Authority, wildlife photography workshop with Terry Parker, a guided trail hike at Hodges Pond, and a book club discussion hosted at Commonplace Books in Ingersoll.

Upcoming events include a Nature Therapy Hike led by Laurel Martin, a Guide to Solo Hiking session at the Tavistock Branch, and a virtual conversation with bear attack survivor Laura Darby. These programs are leading to the Oxford Reads Gala, which will be hosted this year at the Woodstock Collegiate Institute (WCI) with Warden Marcus Ryan serving as moderator. Attendance is already strong with 159 free tickets reserved to date.

Summer Reading

By the Numbers

Branch Highlights

- Burgessville Branch and the Southern Branches saw a huge increase in the number of families opting to use the paper (offline) SRC Tracker for their reading. Burgessville alone recorded over 76,000 minutes of reading using the offline tracker.
- Embro Branch saw a huge increase in Summer Reading Club participation this year going from 5 participants in 2025 to 33 this summer! The Library also hosted two paid performers with great attendance while utilizing the Thistle Theatre above the branch.
- Harrington Branch incorporated the TD Summer Story Walk as part of the Harrington Bridge Day celebration. Staff partnered with the local community group to provide the story walk along the path to the new bridge at Harrington Pond. The branch also hosted a magic show featuring Doug the Great as the finale to the Bridge Day celebration with 35 community members attending to enjoy the show.

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- Ingersoll Branch hosted a very successful series of Summer Reading Club programs over July and August, including four craft programs, two family focused evening programs, two crafting days at a local park and eight visits to local day camps.
- Innerkip Branch had another successful summer with 6 special summer reading programs for children with 134 patrons attending and three class visits.
- Plattsville Branch hosted a number of successful programs this summer, including slime making and tie-dye programs that brought much appreciation from parents. Though the summer had ongoing challenges with the school HVAC renovations, the branch was provided portable air conditioning units by the school board for a portion of the time the building was without air conditioning. The branch was forced to close for a few days in August due to unsafe temperatures.
- Princeton Branch launched a new initiative this year for Summer Reading Club, the branch created weekly structured SRC meetings each week focusing on a different body of water. Each meeting included a story, STEM activity or craft, and a promotion of the Library's "Cool Things to Borrow" collection.
- Tavistock Branch hosted 15 Summer Reading Club programs for children and families with a total of 239 patrons attending. The most popular branch program was an Aquarium Slime making program with 58 individuals attending two sessions. The Branch Services Librarian also visited local kindergarten classes and EarlyON playgroups to promote the program in June and early July. Tavistock branch staff also found time to support the Adult Summer Reading Challenge, including a Beach Reads Book Club and an Adult and Teen Ocean Paint Night.
- Thamesford Branch welcomed Zorra Day Camps in July with over 100 campers visiting the branch. Branch staff also delivered weekly books to both the Zorra camp and Camp Quest to help reach readers at the area summer camps.
- Tillsonburg Branch hosted 192 children, teens and adults register and participate in the Summer Reading Club and Reading Challenges this summer. The branch also hosted

Brownsville Coffee and Connect

The Coffee and Connect club at the Brownsville Branch continue to have an excellent turnout each month. The program provides coffee and treats on the first Thursday of every month in partnership with the Brownsville Community Hall Board. From July to October the program has connected with 68 community members.

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Tillsonburg Programs

Tillsonburg started “Board Games for Bored People” at the beginning of September, seeing on average 10 participants each week.

Fall also brought the always popular Craft & Chat program for adults with two full sessions creating book pumpkins.

And finally, the branch started a new monthly trivia program, Trivia at the Mug, in collaboration with the Copper Mug pub. Attendance at this offsite event is increasing each month, creating a great connection with Mug customers and new library visitors.

Ingersoll Events

Ingersoll staff were excited to attend the 1st Annual Hometown Hangout street festival this past August; with over 500 people stopping by the Library’s tent to learn more about library events and services.

The new Makerspace Assistant has been planning a new monthly program, Monday Maker Hour, that focuses on demonstrating the equipment and other fun maker related activities. The first Monday Maker Hour is October 19th.

Along with Monday Maker Hour, the Makerspace Assistant has reported a significant number of appointments for the Ingersoll Makerspace. Most popular equipment so far is the Cricut and 3D printers – making items for personal use, special events, and for use by charity organizations in the community.

Finally, the branch noted their new and ongoing partnerships with organizations such as: EarlyON, The Food Project, The Friendly Ghost Costume Shope, Kiwanis, Ingersoll Fire and OPP and the County of Oxford and Town of Ingersoll staff.

To view our Program Calendar, go to:

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

Staff News

Mennonite Conference

Three library staff will be attending the Mennonite Conference in Aylmer this November for a training opportunity for service providers working with Low-German speaking Mennonite Communities.

CONCLUSIONS

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

SIGNATURES

Report 2026-36
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: October 20, 2026

Departmental approval:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 Monthly Statistics
Attachment 2 Ox on the Run Schedule



Visitor Attendance 2026

BRANCH	HOURS / WEEK	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	13	2025	179	191	195	176	166	268	236	212	287	244	226	169	1,910	2,549
	13	2026	161	198	292	328	230	304	274	314	292				2393	2,393
	% Change		-10%	4%	50%	86%	39%	13%	16%	48%	2%				25%	-6%
BURGESSVILLE	16	2025	365	319	355	261	371	343	428	423	314	395	357	332	3,179	4,263
	16	2026	371	338	390	378	424	432	463	423	396				3615	3,615
	% Change		2%	6%	10%	45%	14%	26%	8%	0%	26%				14%	-15%
EMBRO	13	2025	132	138	167	199	155	142	393	201	169	180	232	91	1,696	2,199
	13	2026	170	174	206	178	137	158	217	188	148				1576	1,576
	% Change		29%	26%	23%	-11%	-12%	11%	-45%	-6%	-12%				-7%	-28%
HARRINGTON	13	2025	147	121	112	179	194	149	177	172	123	155	175	60	1,374	1,764
	13	2026	113	165	139	148	180	170	238	179	143				1,475	1,475
	% Change		-23%	36%	24%	-17%	-7%	14%	34%	4%	16%				7%	-16%
INGERSOLL	51.5	2025	4,135	3,954	5,648	4,663	4,434	5,035	6,535	5,944	5,811	5,255	4,171	3,138	46,159	58,723
	51.5	2026	4,051	4,168	6,144	4,588	4,434	5,247	6,175	6,418	4,873				46,098	46,098
	% Change		-2%	5%	9%	-2%	0%	4%	-6%	8%	-16%				0%	-21%
INNERKIP	16	2025	403	432	440	543	427	388	564	448	397	417	331	211	4,042	5,001
	16	2026	356	433	403	547	484	446	566	411	429				4,075	4,075
	% Change		-12%	0%	-8%	1%	13%	15%	0%	-8%	8%				1%	-19%
MOUNT ELGIN	13	2025	103	142	104	95	201	137	164	223	125	131	145	98	1,294	1,668
	13	2026	125	109	142	172	153	167	184	178	143				1,373	1,373
	% Change		21%	-23%	37%	81%	-24%	22%	12%	-20%	14%				6%	-18%
NORWICH	35	2025	1,629	1,606	1,676	1,807	1,698	1,580	1,911	1,765	1,697	1,898	1,569	1,250	15,369	20,086
	35	2026	1,517	1,580	1,968	1,776	1,778	1,580	1,984	1,801	1,697				15,681	15,681
	% Change		-7%	-2%	17%	-2%	5%	0%	4%	2%	0%				2%	-22%
OTTERVILLE	16	2025	337	323	376	355	393	253	481	418	320	368	329	280	3,256	4,233
	16	2026	294	298	375	434	283	341	432	474	333				3,264	3,264

	% Change		-13%	-8%	0%	22%	-28%	35%	-10%	13%	4%				0%	-23%
OX on the RUN		2025	119	72	265	52	777	470	1,432	617	1,984	848	120	65	5,788	6,821
		2026	166	239	281	164	362	546	483	972	1,323				4,536	4,536
	% Change		39%	232%	6%	215%	-53%	16%	-66%	58%	-33%				-22%	-33%
PLATTSVILLE	25	2025	806	944	958	1,145	1,034	769	1,102	838	780	1,027	891	683	8,376	10,977
	25	2026	868	860	979	1,100	1,004	941	961	702	631				8,046	8,046
	% Change		8%	-9%	2%	-4%	-3%	22%	-13%	-16%	-19%				-4%	-27%
PRINCETON*	16	2025	296	350	471	359	332	325	400	322	398	461	297	267	3,253	4,278
	16	2026	317	311	463	373	329	390	433	436	318				3,370	3,370
	% Change		7%	-11%	-2%	4%	-1%	20%	8%	35%	-20%				4%	-21%
TAVISTOCK	35	2025	679	680	918	791	846	710	1,042	901	758	961	768	659	7,325	9713
	35	2026	687	799	1,013	889	887	1,018	1,342	1,101	796				8,532	8532
	% Change		1%	18%	10%	12%	5%	43%	29%	22%	5%				16%	-12%
THAMESFORD	35	2025	756	714	842	844	877	634	1,094	1,032	725	821	755	572	7,518	9,666
	35	2026	649	727	857	824	926	762	1,235	1,015	787				7,782	7,782
	% Change		-14%	2%	2%	-2%	6%	20%	13%	-2%	9%				4%	-19%
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	57,774	75,178
	54	2026	5,158	5,246	6,659	6,504	5,576	6,338	7,361	6,653	5,446				54,941	54,941
	% Change		-13%	-6%	-4%	-7%	-10%	7%	-11%	-10%	18%				-5%	-27%
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	162,644	210,417
	352	2026	15,003	15,406	20,030	18,239	16,825	18,294	21,865	20,293	16,432				162,387	162,387
TOTAL Change 2025 to 2026			-6%	-1%	4%	-1%	-3%	10%	-4%	0%	-1%				-0.2%	-22.8%

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



Computer Use 2026

BRANCH		YEAR	JAN*	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	Computers	2025	46	44	55	40	27	36	36	49	46	25	27	18	379	449
		2026	28	19	44	47	38	50	77	7	45				355	355
	% Change		-39%	-57%	-20%	18%	41%	39%	114%	-86%	-2%				-6%	-21%
	Wireless	2025	17	8	9	33	15	21	43	30	36	35	12	12	212	271
		2026	13	19	18	28	33	24	17	30	20				202	202
	% Change		-24%	138%	100%	-15%	120%	14%	-60%	0%	-44%				-5%	-25%
	Totals 2025		63	52	64	73	42	57	79	79	82	60	39	30	591	720
	Totals 2026		41	38	62	75	71	74	94	37	65				557	557
	% Change		-35%	-27%	-3%	3%	69%	30%	19%	-53%	-21%				-6%	-23%
BURGESSVILLE	Computers	2025	2	3	2	4	4	2	7	16	9	1	9	0	49	59
		2026	7	4	3	9	1	17	17	12	5				75	75
	% Change		100%	33%	50%	125%	-75%	750%	143%	-25%	-44%				100%	27%
	Wireless	2025	31	27	26	40	31	13	18	22	19	30	26	25	227	308
		2026	9	8	8	17	34	13	19	20	28				156	156
	% Change		-71%	-70%	-69%	-58%	10%	0%	6%	-9%	47%				-31%	-49%
	Totals 2025		33	30	28	44	35	15	25	38	28	31	35	25	276	367
	Totals 2026		16	12	11	26	35	30	36	32	33				231	231
	% Change		-52%	-60%	-61%	-41%	0%	100%	44%	-16%	18%				-16%	-37%
EMBRO	Computers	2025	5	2	5	3	8	5	8	5	4	2	2	1	45	50
		2026	4	4	2	2	6	3	6	3	5				35	35
	% Change		500%	100%	-60%	-33%	-25%	-40%	-25%	-40%	25%				-22%	-30%
	Wireless	2025	46	46	92	104	60	47	41	49	49	4	54	55	534	647
		2026	55	66	133	30	36	45	149	47	143				704	704
	% Change		20%	43%	45%	-71%	-40%	-4%	263%	-4%	192%				32%	9%
	Totals 2025		51	48	97	107	68	52	49	54	53	6	56	56	579	697
	Totals 2026		59	70	135	32	42	48	155	50					739	739
	% Change		16%	46%	39%	-70%	-38%	-8%	216%	-7%	-100%				28%	6%
HARRINGTON	Computers	2025	1	1	0	0	0	0	0	0	0	3	0	1	2	6
		2026	0	0	0	0	0	1	0	2	1				4	4
	% Change		0%	0%	0%	0%	0%	0%	0%	0%	0%				100%	-33%
	Wireless	2025	11	12	15	17	16	20	15	17	6	11	14	14	129	168
		2026	11	14	17	14	17	11	15	9	33				141	141
	% Change		0%	17%	13%	-18%	6%	-45%	0%	-47%	450%				9%	-16%
	Totals 2025		12	13	15	17	16	20	15	17	6	14	14	15	131	174
	Totals 2026		11	14	17	14	17	12	15	11	34				145	145
	% Change		-8%	8%	13%	-18%	6%	-40%	0%	-35%	467%				11%	-17%

Computer Use 2026

BRANCH		YEAR	JAN*	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
INGERSOLL	Computers	2025	242	232	325	264	276	296	375	344	272	283	243	169	2,626	3,321
		2026	308	257	348	272	271	302	275	360	273				2,666	2,666
	% Change		27%	11%	7%	3%	-2%	2%	-27%	5%	0%				2%	-20%
	Wireless	2025	213	144	229	232	331	269	289	243	195	276	242	245	2,145	2,908
		2026	189	188	255	247	368	346	385	306	314				2,598	2,598
	% Change		-11%	31%	11%	6%	11%	29%	3%	26%	61%				21%	-11%
	Totals 2025		455	376	554	496	607	565	664	587	467	559	485	414	4,771	6,229
	Totals 2026		497	445	603	519	639	648	660	666	587				5,264	5,264
	% Change		9%	18%	9%	5%	5%	15%	-1%	13%	26%				10%	-15%
INNERKIP	Computers	2025	7	4	4	11	5	6	18	26	13	13	5	4	94	116
		2026	4	8	13	9	8	14	25	18	26				125	125
	% Change		-43%	100%	225%	-18%	60%	133%	39%	-31%	100%				33%	8%
	Wireless	2025	18	36	22	14	18	21	28	15	39	26	24	24	211	285
		2026	23	8	25	55	40	40	45	43	39				318	318
	% Change		28%	-78%	14%	293%	122%	90%	61%	187%	0%				51%	12%
	Totals 2025		25	40	26	25	23	27	46	41	52	39	29	28	305	401
	Totals 2026		27	16	38	64	48	54	70	61	65				443	443
	% Change		8%	-60%	46%	156%	109%	100%	52%	49%	25%				45%	10%
MOUNT ELGIN	Computers	2025	3	4	0	1	0	1	0	0	0	2	1	1	9	13
		2026	0	0	0	3	1	0	0	2	0				6	6
	% Change		-100%	-100%	0%	200%	100%	-100%	0%	200%	0%				-100%	-54%
	Wireless*	2025	10	56	44	20	61	30	26	48	59	68	42	45	59	509
		2026	11	32	65	44	24	15	25	24	29				269	269
	% Change		10%	-43%	48%	120%	-61%	-50%	-4%	-50%	-51%				356%	-47%
	Totals 2025		13	60	44	21	61	31	26	48	59	70	43	46	68	522
	Totals 2026		11	32	65	47	25	15	25	26	29				275	275
	% Change		-15%	-47%	48%	124%	-59%	-52%	-4%	-46%	-51%				304%	-47%
NORWICH	Computers	2025	80	67	89	101	74	69	84	136	131	143	112	74	831	1,160
		2026	87	84	128	79	78	92	120	62	74				804	804
	% Change		9%	25%	44%	-22%	5%	33%	43%	-54%	-44%				-3%	-31%
	Wireless	2025	215	189	234	253	286	244	228	237	238	279	249	243	2,124	2,895
		2026	211	204	253	215	260	270	260	253	285				2,211	2,211
	% Change		-2%	8%	8%	-15%	-9%	11%	14%	7%	20%				4%	-24%
	Totals 2025		295	256	323	354	360	313	312	373	369	422	361	317	2,955	4,055
	Totals 2026		298	288	381	294	338	362	380	315	359				3,015	3,015
	% Change		1%	13%	18%	-17%	-6%	16%	22%	-16%	-3%				2%	-26%



Computer Use 2026

BRANCH		YEAR	JAN*	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
OTTERVILLE	Computers	2025	66	56	50	45	38	24	50	56	42	50	35	27	427	539
		2026	30	38	34	46	45	74	108	60	51				486	486
	% Change		-55%	-32%	-32%	2%	18%	208%	116%	7%	21%				14%	-10%
	Wireless	2025	29	16	33	30	42	69	0	0	0	54	27	27	219	327
		2026	35	26	29	43	36	29	29	25	29				281	281
	% Change		21%	63%	-12%	43%	-14%	-58%	100%	100%	100%				28%	-14%
	Totals 2025		95	72	83	75	80	93	50	56	42	104	62	54	646	866
	Totals 2026		65	64	63	89	81	103	137	85	80				767	767
PLATTSVILLE	% Change		-32%	-11%	-24%	19%	1%	11%	174%	52%	90%				19%	-11%
	Computers	2025	53	56	65	79	58	43	34	47	19	64	44	26	454	588
		2026	50	57	40	53	32	25	36	21	23				337	337
	% Change		-6%	2%	-38%	-33%	-45%	-42%	6%	-55%	21%				-26%	-43%
	Wireless	2025	75	52	73	95	61	47	35	30	44	66	58	56	512	692
		2026	28	23	48	47	37	34	32	27	92				368	368
	% Change		-63%	-56%	-34%	-51%	-39%	-28%	-9%	-10%	109%				-28%	-47%
	Totals 2025		128	108	138	174	119	90	69	77	63	130	102	82	966	1,280
PRINCETON***	Totals 2026		78	80	88	100	69	59	68	48	115				705	705
	% Change		-39%	-26%	-36%	-43%	-42%	-34%	-1%	-38%	83%				-27%	-45%
	Computers	2025	3	0	0	0	0	0	0	0	0	6	15	3	3	27
		2026	3	14	24	8	6	6	8	6	6				81	81
	% Change		0%	1400%	2400%	800%	600%	600%	800%	600%	600%				2600%	200%
	Wireless	2025	20	25	34	25	47	40	32	25	37	43	33	34	285	395
		2026	34	19	32	35	32	34	47	53	77				363	363
	% Change		70%	-24%	-6%	40%	-32%	-15%	47%	112%	108%				27%	-8%
TAVISTOCK	Totals 2025		23	25	34	25	47	40	32	25	37	49	48	37	288	422
	Totals 2026		37	33	56	43	38	40	55	59	83				444	444
	% Change		61%	32%	65%	72%	-19%	0%	72%	136%	124%				54%	5%
	Computer	2025	7	8	7	3	2	5	8	11	2	6	3	1	53	63
		2026	4	0	23	20	41	24	36	9	32				189	189
	% Change		-43%	-100%	229%	567%	1950%	380%	350%	-18%	1500%				257%	200%
	Wireless	2025	44	43	50	50	42	37	34	11	22	25	36	35	333	429
		2026	22	17	29	28	30	33	49	32	40				280	280
	% Change		-50%	-60%	-42%	-44%	-29%	-11%	44%	191%	82%				-16%	-35%
	Totals 2025		51	51	57	53	44	42	42	22	24	31	39	36	386	492
	Totals 2026		26	17	52	48	71	57	85	41	72				469	469
	% Change		-49%	-67%	-9%	-9%	61%	36%	102%	86%	200%				22%	-5%



Computer Use 2026

BRANCH		YEAR	JAN*	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
THAMESFORD	Computers	2025	27	51	26	27	25	14	20	17	22	20	24	13	229	286
		2026	10	12	40	38	40	41	42	34	27				284	284
	% Change		-63%	-76%	54%	41%	60%	193%	110%	100%	23%				24%	-1%
	Wireless	2025	48	33	46	55	32	36	49	43	37	31	41	40	379	491
		2026	38	31	35	29	54	51	49	40	45				372	372
	% Change		-21%	-6%	-24%	-47%	69%	42%	0%	-7%	22%				-2%	-24%
	Totals 2025		75	84	72	82	57	50	69	60	59	51	65	53	608	777
	Totals 2026		48	43	75	67	94	92	91	74	72				656	656
	% Change		-36%	-49%	4%	-18%	65%	84%	32%	23%	22%				8%	-16%
TILLSONBURG	Computers	2025	378	379	432	421	407	424	437	299	299	390	328	250	3,476	4,444
		2026	240	309	301	385	321	324	364	360	347				2,951	2,951
	% Change		-37%	-18%	-30%	-9%	-21%	-24%	-17%	20%	16%				-15%	-34%
	Wireless	2025	617	526	584	678	654	674	630	674	565	640	624	625	5,602	7,491
		2026	387	409	446	485	589	528	662	616	576				4,698	4,698
	% Change		-37%	-22%	-24%	-28%	-10%	-22%	5%	-9%	2%				-16%	-37%
	Totals 2025		995	905	1,016	1,099	1,061	1,098	1,067	973	864	1,030	952	875	9,078	11,935
	Totals 2026		627	718	747	870	910	852	1,026	976	923				7,649	7,649
	% Change		-37%	-21%	-26%	-21%	-14%	-22%	-4%	0%	7%				-16%	-36%
TOTAL COMPUTERS		2025	920	907	1060	999	924	925	1077	1006	859	1008	848	588	8677	11121
		2026	775	806	1000	971	888	973	1114	956	915				8398	8398
% Change			-16%	-11%	-6%	-3%	-4%	5%	3%	-5%	7%				-3%	-24%
TOTAL WIRELESS		2025	1394	1213	1491	1646	1696	1568	1468	1444	1346	1588	1482	1480	12971	17816
		2026	1066	1064	1393	1317	1590	1473	1783	1525	1750				12961	12961
% Change			-24%	-12%	-7%	-20%	-6%	-6%	21%	6%	30%				0%	-27%
TOTAL USAGE		2025	2,314	2,120	2,551	2,645	2,620	2,493	2,545	2,450	2,205	2,596	2,330	2,068	21,648	28,937
		2026	1,841	1,870	2,393	2,288	2,478	2,446	2,897	2,481	2,665				21,359	21,359
% Change 2025 to 2026			-20.4%	-11.8%	-6.2%	-13.5%	-5.4%	-1.9%	13.8%	1.3%	20.9%				-1.3%	-26%



Physical Circulation 2026

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	2025	197	289	207	226	249	227	239	187	253	347	272	190	2,074	2,883
	2026	210	231	203	246	307	259	266	204	281				2,207	2,207
	% CHANGE	7%	-20%	-2%	9%	23%	14%	11%	9%	11%				6%	-23%
BURGESSVILLE	2025	2,365	2,364	2,740	2,151	2,328	2,298	2,995	2,640	2,111	2,500	2,153	2,062	21,992	28,707
	2026	2,189	1,875	2,388	2,016	1,829	2,044	2,470	2,514	2,108				19,433	19,433
	% CHANGE	-7%	-21%	-13%	-6%	-21%	-11%	-18%	-5%	0%				-12%	-32%
EMBRO	2025	594	438	558	530	486	557	527	573	477	573	730	523	4,740	6,566
	2026	602	542	650	580	755	671	701	784	575				5,860	5,860
	% CHANGE	1%	24%	16%	9%	55%	20%	33%	37%	21%				24%	-11%
HARRINGTON	2025	478	408	312	445	475	437	568	766	922	766	570	348	4,811	6,495
	2026	617	656	452	581	471	592	792	650	644				5,455	5,455
	% CHANGE	29%	61%	45%	31%	-1%	35%	39%	-15%	-30%				13%	-16%
INGERSOLL	2025	9,321	9,466	10,080	9,225	9,319	9,595	12,505	12,321	10,515	10,167	9,457	7,683	92,347	119,654
	2026	9,043	9,098	9,995	9,304	8,854	10,084	11,676	11,792	10,181				90,027	90,027
	% CHANGE	-3%	-4%	-1%	1%	-5%	5%	-7%	-4%	-3%				-3%	-25%
INNERKIP	2025	1,173	1,300	1,076	1,127	1,205	1,213	1,442	1,232	1,113	1,095	1,029	764	10,881	13,769
	2026	1,093	917	854	843	915	978	1,163	1,003	848				8,614	8,614
	% CHANGE	-7%	-29%	-21%	-25%	-24%	-19%	-19%	-19%	-24%				-21%	-37%
MOUNT ELGIN	2025	573	525	412	333	492	643	765	713	552	641	609	471	5,008	6,729
	2026	626	428	627	442	366	449	564	590	525				4,617	4,617
	% CHANGE	9%	-18%	52%	33%	-26%	-30%	-26%	-17%	-5%				-8%	-31%
NORWICH	2025	3,921	4,006	3,689	3,649	3,550	4,315	5,586	5,475	4,416	4,674	3,804	3,152	38,607	50,237
	2026	3,871	3,698	4,115	3,723	3,992	3,884	4,760	4,672	3,498				36,213	36,213
	% CHANGE	-1%	-8%	12%	2%	12%	-10%	-15%	-15%	-21%				-6%	-28%
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	11,524	14,887
	2026	1,113	1,096	1,228	1,212	953	968	1,332	1,232	1,054				10,188	10,188
	% CHANGE	5%	-1%	-15%	-7%	-34%	-15%	-6%	-11%	-14%				-12%	-32%



Physical Circulation 2026

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
OX on the RUN	2025	66	72	64	68	98	387	647	589	530	440	360	354	2,521	3,307
	2026	301	386	417	367	412	635	718	746	390				4,372	4,372
	% CHANGE	356%	436%	552%	440%	320%	64%	11%	27%	-26%				73%	32%
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	18,544	24,046
	2026	1,791	1,121	1,879	1,849	1,850	1,871	1,810	1,786	1,575				15,532	15,532
	% CHANGE	8%	-36%	-15%	-11%	-5%	0%	-24%	-28%	-27%				-16%	-35%
PRINCETON*	2025	1,274	1,157	1,441	999	868	1,165	1,071	1,320	1,025	899	1,091	771	10,320	13,081
	2026	1,048	911	996	928	821	886	1,022	1,071	829				8,512	8,512
	% CHANGE	-18%	-21%	-31%	-7%	-5%	-24%	-5%	-19%	-19%				-18%	-35%
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	19,683	24,505
	2026	1,715	1,685	4,148	2,113	2,140	2,111	2,993	3,002	2,218				22,125	22,125
	% CHANGE	-20%	-18%	67%	-9%	2%	6%	17%	29%	29%				12%	-10%
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	16,185	20,967
	2026	1,541	1,557	1,781	1,730	1,640	1,716	2,544	2,357	1,762				16,628	16,628
	% CHANGE	-1%	9%	10%	-6%	-9%	16%	9%	0%	0%				3%	-21%
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	52,843	68,659
	2026	5,379	4,890	5,250	5,570	5,454	5,484	6,145	6,087	5,329				49,588	49,588
	% CHANGE	-7%	-20%	-14%	5%	2%	4%	-10%	-6%	-3%				-6%	-28%
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	312,080	404,492
	2026	31,440	29,477	35,400	31,871	31,171	33,267	39,674	39,236	32,207				303,743	303,743
	% CHANGE	-2%	-9%	3%	1%	-2%	2%	-5%	-4%	-6%				-3%	-25%

* 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	7,587	9,922
	2026	756	604	613	555	652	622	603	713	513				5,631	5,631
	% Change	-11%	-34%	-36%	-35%	-21%	-22%	-25%	-14%	-31%				-26%	-43%
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	41,565	54,106
	2026	4,567	4,273	4,519	4,706	4,307	4,050	4,271	4,376	3,958				39,027	39,027
	% Change	-21%	-19%	-11%	9%	3%	-12%	3%	12%	-9%				-6%	-28%
Tumble Books	2025	52	119	72	37	29	39	45	111	69	18	26	31	573	648
	2026	43	51	32	57	30	58	17	94	55				437	437
	% Change	-17%	-57%	-56%	54%	3%	49%	-62%	-15%	-20%				-24%	-33%
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	10,542	14,538
	2026	1,337	2,037	1,269	1,588	775	900	776	676	577				9,935	9,935
	% Change	2%	34%	0%	37%	-39%	5%	16%	-37%	-60%				-6%	-32%
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	44,975	60,612
	2026	5,607	5,401	5,777	5,600	5,889	5,751	5,928	5,944	5,888				51,785	51,785
	% Change	12%	21%	19%	20%	16%	13%	14%	10%	13%				15%	-15%
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	61,809	81,427
	2026	7,217	6,299	6,978	6,582	6,683	6,689	7,183	7,064	6,310				61,005	61,005
	% Change	-2%	-5%	-4%	1%	2%	-4%	3%	0%	-2%				-1%	-25%
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	167,051	221,253
	2026	19,527	18,665	19,188	19,088	18,336	18,070	18,778	18,867	17,301	-	-	-	167,820	167,820
	% Change	-4%	-1%	-2%	9%	2%	-2%	5%	3%	-5%				0%	-24%

Definitions:

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

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

Digital Music includes the following: Freegal, Hoopla Music

Digital Audiobooks includes the following: Hoopla Audiobooks, Overdrive Audiobooks

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



OX ON THE RUN

OCTOBER 2026

Report 2026-36
Attachment 2

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SUN

MON

TUES

WED

THU

FRI

SAT

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

*indicates a stop is not for public attendance.

4

5



6

The Maples Home
for Seniors visit*

7

Foldens
Community Hall
4:30-6:00

1

Hickson EZT
Administrative
Building 10:00-
11:30am

2

Dereham Centre
Hall 10:00-11:30am

3

Celebrate the
Thames - Lions
River Park
Thamesford
10:00am-2:00pm

Bundles of Joy Deliveries

8

Drumbo Park
10:00-11:30am
Open House
Princeton Branch
5:00-7:00pm

9

Kintore Chalmers
United Church
10:00-11:30am

10

11

12

13

Tillsonburg Little
School visit*

14

Beachville Legion
4:30-6:00pm

15

Hickson EZT
Administrative
Building 10:00-
11:30am

16

Dereham Centre
Hall 10:00-11:30am

17

Bundles of Joy Deliveries

18

19

20

Aspira Harvest
Crossing visit*

21

Foldens
Community Hall
4:30-6:00
Make and Mingle
Craft Night 6:00-
7:30pm

22

Drumbo Park
10:00-11:30am
Open House
Tavistock Branch
5:00-7:00pm

23

Kintore Chalmers
United Church
10:00-11:30am

24

25

26

Ingamo PA Day
Program*

27

Wonder Years
Child Care visit*

28

Beachville Legion
4:30-6:00pm

29

Hickson EZT
Administrative
Building 10:00-
11:30am

30

Dereham Centre
Hall 10:00-11:30am

31

Truck-or-Treat
Ingersoll Library
10am-12pm

Bundles of Joy Deliveries



REPORT TO LIBRARY BOARD

2027 Library Business Plan and Budget

To: Oxford County Library Board

From: Director, Financial Services

RECOMMENDATION

1. That the Board receive Report 2026-37 entitled “2027 Library Business Plan and Budget” and recommends that County Council approve the 2027 Oxford County Library Business Plan and Budget to provide a levy of \$6,719,686, subject to possible minor adjustments to interdepartmental charges.

REPORT HIGHLIGHTS

- 2027 Library levy \$6.7 million – \$422,328 increase over 2026
- Four goals and objectives including: Preparing for Ontario Public Library Reaccreditation in 2028, the Library Board Orientation for the incoming 2027 Library Board, Service Delivery Model Update, and Community AI Literacy
- Staffing impact – A net increase of 0.8 FTE – including 1.0 Makerspace Facilitator plus the reduction of (0.4) Page to support expansion of makerspace and technology programming in Ingersoll branch and introduce presence in other branches; and 0.2 minor adjustment to support library program planning and delivery at various branches throughout the County

IMPLEMENTATION POINTS

The proposed schedule for Oxford County Council presentations and deliberations of the draft 2027 business plans and budgets, including the Library Business Plan and Budget is as follows:

Budget Meeting	Date	Time
Special Council Meeting 1	Thursday, December 10, 2026	9:30 am
Special Council Meeting 2	Monday, December 14, 2026	9:30 am
Regular Council Meeting	Wednesday, January 13, 2027	9:30 am

Financial Impact

The draft budget proposes a \$422,328 increase in the levy to be collected from property owners within the Area Municipalities included in the County library system. This represents a 6.7% increase over 2026.

Communications

Staff will prepare a report to County Council to present the Board's recommendation for the Oxford County Library's 2027 Business Plan and Budget for their consideration.

The County's Communications and Strategic Engagement Team will facilitate the 2027 Business Plan and Budget communications strategy, including the Library Business Plan and Budget.

The communications plan includes public engagement through [SpeakUp Oxford!](#) where over 1,400 people responded to the 2027 budget survey. The survey results can be accessed in more detail through [Report FS 2026-20 and the attachment](#).

The 2027 Business Plan and Budget will be released on November 20, 2026 and presentations delivered to Council at each of the budget meetings will also be posted on the [SpeakUp Oxford!](#) site. The site will provide dates and times for each of the Council meetings and links to recordings if individuals are not able to attend the live meetings.

2024-2028 LIBRARY STRATEGIC PLAN

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

The recommendation in this report supports the following strategic goals.

Strategic Goals and Strategies

Report 2026-37
CORPORATE SERVICES
Board Date: October 20, 2026

GOAL 1	GOAL 2	GOAL 3
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.1 – Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.</p> <p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>		<p>Strategy 3.1 – Plan, design, and implement a Programs and Services Accessibility Strategy to make OCL inclusive and accessible to all residents.</p> <p>Strategy 3.3 – Expand the Ox on the Run program to increase library access in communities without branches and to meet residents where they are to drive engagement.</p>

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

DISCUSSION

Background

Each year the Library Board receives the Draft Business Plan and Budget for review in October prior to the finalized budget going before Oxford County Council.

The 2026 draft plan, Attachment 1, has been formed to align with the 2024-2028 Library Strategic Plan.

Comments

Attachment 1 to this report is the Library 2027 Draft Business Plan and Budget. The annual process for developing the budget begins with preparation of a business plan based on the Board's direction. Finance staff assist in developing the base budget reflecting adjustments to service levels approved by the Board in the prior year and the goals and objectives forming part of the business plan to determine the resources required to deliver the services.

As a result, the 2027 draft budget proposes a levy requirement of \$6,719,686 (\$6,297,358 – 2026) for libraries, representing an increase of 6.7% over 2026 (9.6% increase - 2025). The total budget (gross expenditures) is \$8,134,836 (\$7,400,908 - 2026) which is \$614,547 increase over 2026 or 8.2%.

Although the draft budget proposes an expense increase of \$614,547, the library levy is increasing \$422,328 over the 2026 levy, resulting in a levy increase of 6.7%. The 2027 budget impacts are explained in Attachment 1 – Budget Impact Details.

Report 2026-37
CORPORATE SERVICES
Board Date: October 20, 2026

The 2027 overall capital budget is \$997,500 (\$709,100 – 2026) and is explained in Attachment 1 – Capital Budget, with the funding sources illustrated in Attachment 2.

2026 Forecast Budget Variance

The 2026 year-end library budget forecast is projecting a surplus of \$190,890 as of the date of this report. According to the County's Reserve Policy 6.20, a Library year end operating surplus is to be allocated to the Library General Reserve to be used for unbudgeted extraordinary operating expenses or new capital assets to provide sufficient flexibility and protection for unforeseen events in the Library system as a tax stabilization measure. Notable variances projected for 2026 are explained in Table 1.

Table 1 – 2026 Forecast Year-End Budget Variance

Revenue/Expense	Explanation	Amount
General revenues	Additional user fees and charges	\$20,732
Salaries and benefits	Combined overall staff vacancies	138,395
Insurance	Updates to the general insurance allocation based on current budget and claims history	7,224
Facilities	Lower repairs and maintenance activities	19,696
Fleet	Repairs, maintenance and fuel savings	3,565
Other	Miscellaneous savings and deficits	1,278
Forecast Year-End Variance		\$190,890

Reserves

Attachment 3 to this report is the Library Reserve Continuity Schedule that illustrates the proposed uses and contributions to each of the respective reserves reflected in the draft 2026 budget. The report also forecasts the reserve balances for the next five years.

It is important to note the balance in the Library General Reserve is forecasted to be \$639,563 over the reserve's target balance at the end of 2026. With no planned uses over the next 5 years.

Full-time Equivalent Analysis

The Library 2027 Business Plan and Budget proposes changes with a net effect of 0.8 additional FTE as described in Table 2 below.

Report 2026-37
CORPORATE SERVICES
Board Date: October 20, 2026

Table 2 – 2027 Full-Time Equivalent Changes

Service Level	One-Time (Temp)	Inc (Dec)	2027 Budget Impact Explanation	Reference
1.0	-	1.0	Makerspace Facilitator to expand on the technology programming at the Ingersoll branch and services and to implement expanded Maker service points	FTE 2027-18
(0.4)	-	(0.4)	Reduction of Library Page hours in Ingersoll to offset the addition of the Makerspace Facilitator	FTE 2027-18
0.2	-	0.2	Library Programming Support Part-Time – to support planning and delivery of programming at various branches, minor adjustment made to FTE requirement	
0.8	-	0.8		

Debt Repayment

There are no debt obligation requirements in the 2027 budget, and none proposed in the 10-year capital plan at this time.

CONCLUSIONS

The 2027 Draft Budget Report responds to the Board's direction to staff and to align with the Board's approved 2024-2028 Strategic Plan.

Report author

Original signed by

Carolyn King, CPA, CA
 Director, Financial Services

Departmental approval:

Original signed by

Lisa Marie Williams
 CEO/Chief Librarian

ATTACHMENTS

Attachment 1 – Library 2027 Business Plan and Budget
Attachment 2 – 2027 Library Capital Plan
Attachment 3 – 2027 Library Reserve Continuity Reports

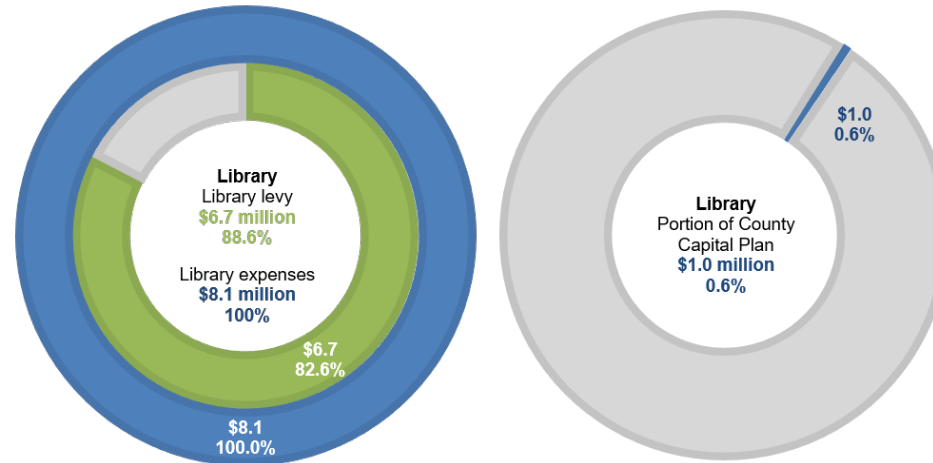
Report 2026-37
Attachment 1

2027 BUDGET

Oxford County Library

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	Division	Division Description	Services	2027 FTE Base	2027 FTE Temp
Oxford County Library Board	Library	<p>Oxford County Library (OCL) serves seven of the area municipalities that make up Oxford County by providing access to reading, culture, technology, trusted information and creative learning opportunities. A welcoming space at the heart of our communities, OCL's 14 branches encourage connection, support wellbeing and foster a love of reading. As a community-focused library system, Oxford County Library caters to the diverse needs and interests of the County's residents by offering a wide range of services, collections and programs such as:</p> <ul style="list-style-type: none"> Lending books, DVDs, audiobooks, kitchen equipment, park passes and a wide variety of other materials; Access to eBooks, eAudiobooks, streaming music and movies and other electronic resources for learning and research; Coaching, training and help with the use of technology; Home delivery services to homebound customers, nursing homes and new families; Programming for all ages, including literacy, creativity, and learning opportunities; Technology programming and one-on-one support; Mobile outreach and bookmobile services through Ox on the Run. 	<ul style="list-style-type: none"> Library Collections Library Programming Library Reference and Information Library Public Space Access Library Technology Access and Coaching 	42.3	0.0
	Total			42.3	0.0

Services Overview

Full-Time Equivalents **42.3 FTE**

↑0.8
Base

Service	Service Description	2025 Service Level	Service Type
Library Collections	An external service offering loans of print, audiovisual and electronic materials to the public. Library collections also include non-traditional items such as kitchen equipment, maker kits and park passes.	629,788 items borrowed, downloaded, or streamed 405 home deliveries were made to offer access to collections to those unable to visit the library	Information
Library Programming	An external service offering programming, outreach and special events that respond to the literacy, educational and recreational needs of the community.	38,801 people attended 2,138 in-person and virtual programs	Information
Library Information Services	An external service offering answers to information questions and readers' advisory in person or via other channels (email, web, phone).	923 research database uses 3,786 online learning / tutoring sessions 1,917 readers' advisory requests 379 local history requests	Information
Library Public Space Access	An external service providing welcoming and accessible meeting places.	574 library room rentals for public use 831 bookings were made for study room spaces	Community
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	17,808 wireless internet sessions 11,108 in-branch public computer sessions 3,082 technology coaching sessions were offered at library branches.	Community

- **1.0 FTE Makerspace Facilitator Full-time - and (0.4) FTE Page Part-time** - The Makerspace Facilitator will expand technology programming and services offered by Oxford County Library by providing support for customers using the Ingersoll Makerspace, while also planning and implementing expanded maker programming and services throughout the system. **FTE 2027-18**
- **0.2 FTE Library Programming Support Part-time Part-time** - To support planning and delivery of programming at various branches, minor adjustment made to FTE requirement.

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Number of active library cards	18,841	20,454	20,594	20,500	21,000	↑
Percentage of collection purchase requests filled	94%	93%	93%	92%	90%	90%
Physical and electronic materials circulation	638,990	652,740	629,788	633,000	637,000	↑
Branch attendance / Mobile Unit attendance	206,209	223,317	217,038	220,000	222,000	↑
Number of programs offered (Branch and Virtual)	1,846	2,275	2,138	2,600	2,700	↑
Attendance at programs (Branch and Virtual)	29,108	39,061	38,801	39,000	40,000	↑
Attendance at Tech Coaching Sessions (Branch and Mobile Unit)	2,448	2,626	3,082	3,000	3,100	↑

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
<p>Preparing for Ontario Public Library Reaccreditation</p> <p>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.</p>	●			 <p>Goal 3.1: Continuous improvement and results-driven solutions</p>	<p>LIBRARY STRATEGIC PLAN</p>  <p>Goal 1: Sustain service excellence</p>
<p>Orientation of New Library Board</p> <p>Library Administrative staff will successfully implement the Library Board Orientation Plan developed in 2026 to ensure all new and returning Library Board members receive consistent and comprehensive onboarding experience. By incorporating governance best practices, strategic planning principles, and sector resources from the Ontario Library Service and Ontario Library Association, staff will equip Board members to effectively contribute to strategic decision-making and future strategic planning, while supporting board integration and governance readiness and engagement.</p>	●			 <p>Goal 3.1: Continuous improvement and results-driven solutions</p>	<p>LIBRARY STRATEGIC PLAN</p>  <p>Goal 1: Sustain service excellence</p>
<p>Service Delivery Model Update</p> <p>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.</p>	●			 <p>Goal 3.2: Collaborate with our partners and communities</p>	<p>LIBRARY STRATEGIC PLAN</p>  <p>Goal 3: Innovate access to service</p>
<p>Community Artificial Intelligence (AI) Literacy</p> <p>Library staff will launch a "Mobile AI Tech Trunk" initiative to deliver a regular speaker series and workshops on AI Literacy across Oxford County Library's seven communities, reaching local residents and achieving an 80% participant confidence rate in identifying and using basic AI tools.</p>	●			 <p>Goal 3.2: Collaborate with our partners and communities</p>	<p>LIBRARY STRATEGIC PLAN</p>  <p>Goal 3: Innovate access to service</p>

Budget

	2026	2026	LESS: 2026	2027	2027		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2027 BUDGET	2026 BUDGET	2026 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
USER FEES AND CHARGES	(46,209)	(28,894)	-	(5,000)	-	(33,894)	(5,000)	17.3%
NET INVESTMENT INCOME	(3,200)	(3,500)	-	300	-	(3,200)	300	(8.6%)
OTHER REVENUE	(7,317)	(3,600)	-	-	-	(3,600)	-	-
TOTAL GENERAL REVENUES	(56,726)	(35,994)	-	(4,700)	-	(40,694)	(4,700)	13.1%
GRANTS AND GOVERNMENT TRANSFERS								
PROVINCIAL GRANTS	(138,904)	(138,904)	-	-	-	(138,904)	-	-
TOTAL GRANTS AND GOVERNMENT TRANSFERS	(138,904)	(138,904)	-	-	-	(138,904)	-	-
RESERVE REVENUES								
RESERVE TRANSFER	(9,576)	(9,576)	9,576	-	-	-	9,576	(100.0%)
DEVELOPMENT CHARGES	(240,552)	(240,552)	-	-	-	(240,552)	-	-
TOTAL RESERVE REVENUES	(250,128)	(250,128)	9,576	-	-	(240,552)	9,576	(3.8%)
TOTAL REVENUES	(445,758)	(425,026)	9,576	(4,700)	-	(420,150)	4,876	(1.1%)
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	2,867,915	2,948,935	-	142,611	60,390	3,151,936	203,001	6.9%
BENEFITS	768,628	826,003	-	7,464	23,920	857,387	31,384	3.8%
TOTAL SALARIES AND BENEFITS	3,636,543	3,774,938	-	150,075	84,310	4,009,323	234,385	6.2%
OPERATING EXPENSES								
MATERIALS	574,134	578,038	(1,800)	(1,780)	10,400	584,858	6,820	1.2%
RENTS AND FINANCIAL EXPENSES	4,694	4,150	-	1,044	-	5,194	1,044	25.2%
TOTAL OPERATING EXPENSES	578,828	582,188	(1,800)	(736)	10,400	590,052	7,864	1.4%
CONTRACTED SERVICES								
CONTRACTED SERVICES	858	1,200	-	100	-	1,300	100	8.3%
TOTAL CONTRACTED SERVICES	858	1,200	-	100	-	1,300	100	8.3%
CAPITAL RESERVE TRANSFERS	425,000	425,000	-	-	42,000	467,000	42,000	9.9%
RESERVE TRANSFERS								
CONTRIBUTIONS TO RESERVES	15,032	15,032	-	(2,849)	-	12,183	(2,849)	(19.0%)
DEVELOPMENT CHARGES EXEMPTIONS	104,544	104,544	(9,576)	2,849	-	97,817	(6,727)	(6.4%)
TOTAL RESERVE TRANSFERS	119,576	119,576	(9,576)	-	-	110,000	(9,576)	(8.0%)
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	1,820,006	1,843,267	35,800	124,718	-	2,003,785	160,518	8.7%

	2026	2026	LESS: 2026	2027	2027		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2027 BUDGET	2026 BUDGET	2026 BUDGET
DEPARTMENTAL CHARGES	(44,785)	(44,785)	-	661	-	(44,124)	661	(1.5%)
TOTAL INTERDEPARTMENTAL CHARGES	1,775,221	1,798,482	35,800	125,379	-	1,959,661	161,179	9.0%
TOTAL EXPENSES	6,536,026	6,701,384	24,424	274,818	136,710	7,137,336	435,952	6.5%
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)								
SURPLUS - OPERATING	190,890	-	-	-	-	-	-	-
TOTAL OPERATING SURPLUS/(DEFICIT)	190,890	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	190,890	-	-	-	-	-	-	-
NET OPERATING	6,281,158	6,276,358	34,000	270,118	136,710	6,717,186	440,828	7.0%
NET CAPITAL	16,200	21,000	(21,000)	-	2,500	2,500	(18,500)	(88.1%)
SUMMARY								
TOTAL REVENUES	(1,245,673)	(1,222,931)	309,576	(351,795)	(150,000)	(1,415,150)	(192,219)	15.7%
TOTAL EXPENSES	7,352,141	7,520,289	(296,576)	621,913	289,210	8,134,836	614,547	8.2%
TOTAL PROGRAM SURPLUS/DEFICIT	190,890	-	-	-	-	-	-	-
TOTAL LEVY	6,297,358	6,297,358	13,000	270,118	139,210	6,719,686	422,328	6.7%
% BUDGET INCREASE (DECREASE)			0.2%	4.3%	2.2%	6.7%		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
OCL-AI Programming		5,000	-	5,000	-	5,000	0.1%
		5,000	-	5,000	-	5,000	0.1%
SERVICE LEVEL							
OCL-Makerspace Facilitator [FTE 2027-18]	C0670T	64,349	2,500	66,849	-	66,849	1.1%
OCL-Minor branch hour changes		19,960	-	19,960	-	19,960	0.3%
OCL-Increased Usage Demand		5,400	-	5,400	-	5,400	0.1%
OCL-Mount Elgin Library Space [HRCS 2026-06]	C0659T	21,655	150,000	171,655	150,000	21,655	0.3%
		111,364	152,500	263,864	150,000	113,864	1.8%
ASSET RENEWAL CONTRIBUTION							
OCL-Capital Contribution Change		42,000	-	42,000	-	42,000	0.7%
		42,000	-	42,000	-	42,000	0.7%
INITIATIVE GAPPING							
OCL-Mount Elgin Library Space [HRCS 2026-06]	C0659T	(21,655)	-	(21,655)	-	(21,655)	(0.3%)
		(21,655)	-	(21,655)	-	(21,655)	(0.3%)
TOTAL		136,709	152,500	289,209	150,000	139,209	2.2%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST	2028	2029-2036
FACILITIES							
C0426T - Library - Ingersoll Facility	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$21,500	21,500	-	-
C0427T - Library - Thamesford Facility	Flat Roof Replacement - including HVAC Repair and Replacement	Replacement	Poor	\$98,000	98,000	-	-
C0429T - Library - Tillsonburg Facility	Roof - design, Canopy Refresh and Roof Coverings	Replacement	Poor	\$402,500	402,500	-	-
FURNISHINGS AND EQUIPMENT							
C0659T - Mt Elgin New Library	SWOX Mt Elgin Branch - Furniture, IT Equipment, and Collection Material (HRCS 2026-06)	Expansion	N/A	\$150,000	150,000	-	-
C0670T - Library Equipment	Furniture - Public Use and Staff Use Public use, maker space and assistive technologies Shelving Improvements (Ingersoll and Tillsonburg)	Replacement	Poor	\$55,000	55,000	-	-
C0670T - Library Equipment	Computer Equipment - Makerspace Facilitator (FTE 2027-18)	Expansion	N/A	\$2,500	2,500	-	-
C0671T - Library - Collection Material	Annual refresh of collection materials, including non-traditional materials	Replacement	Poor	\$268,000	268,000	-	-
				\$997,500	\$997,500	\$0	\$0

FTE – Makerspace Facilitator

FTE 2027-18

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Makerspace Facilitator
FTE	1.0
Description	The Makerspace Facilitator will expand technology programming and services by providing support for customers using the Ingersoll Makerspace, while also planning and implementing expanded maker programming and services at all branches of the Oxford County Library.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

LIBRARY STRATEGIC PLAN



Goal 2: Grow engagement and member relationships

REQUEST DETAILS

Background

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

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

In 2024 the Oxford County Library Board passed the 2024-2028 Library Strategic Plan. Strategy 2.3 under Grow engagement and member relationships instructs staff to "Plan and implement the expansion of non-traditional services to include more digital resources, access to technology and unique collections." Expanding the Library's makerspaces - including high, low and no-tech options – will be an important task assigned to the new Makerspace Facilitator.

REQUEST DETAILS

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

The Library completed a technology review in 2024 to look at the current and future technology needs. Through this review, consultants highlighted the need for review of makerspace offerings to keep the space current and future thinking; as well as the need to look at other technology offerings throughout the Library's other branch locations

At the request of the Library Board, the Makerspace position was temporarily implemented in 2026 as a part-time position by repurposing existing staffing hours. The Library converted vacant staffing hours from the Ingersoll Branch's staffing budget to create a 20-hour Makerspace position. The position has doubled the number of dedicated Makerspace appointments for the branch in just 2 months.

Implications if not approved

Should the expansion of the Makerspace Assistant position not occur in 2027, the Library will be unable to continue the expansion of makerspace programming and technical help system wide. This will result in customer service impacts as a growing number of customers are looking for assistance in maker equipment such as 3D printing, circuit / vinyl cutting, and other technologies

Conclusion

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

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits – New Makerspace Facilitator	\$-	\$81,955	\$81,955
Salaries and benefits – Savings of changing some existing Page hours	-	(17,606)	(17,606)
Computer: Laptop	2,500	-	2,500
Total expenses	2,500	64,349	66,849
Library Levy	\$2,500	\$64,349	\$66,849

Report 2026-37
Attachment 2

Capital Plan

	2027		W/WW					
DESCRIPTION	CAPITAL	TAXATION	RATES &	RESERVES	DC	GRANTS	DEBT	OTHER
BUDGET			RESERVES					SOURCES
LIBRARY								
FURNISHINGS AND EQUIPMENT								
C0659T MT ELGIN NEW LIBRARY	150,000	-	-	60,000	90,000	-	-	-
C0670T LIBRARY - EQUIPMENT	57,500	2,500	-	55,000	-	-	-	-
C0671T LIBRARY - COLLECTION MATERIAL	268,000	-	-	268,000	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	475,500	2,500	-	383,000	90,000	-	-	-
FACILITIES								
C0426T OCL - INGERSOLL FACILITY	21,500	-	-	21,500	-	-	-	-
C0427T OCL - THAMESFORD FACILITY	98,000	-	-	58,800	-	-	-	39,200
C0429T OCL - TILLSONBURG FACILITY	402,500	-	-	402,500	-	-	-	-
TOTAL FACILITIES	522,000	-	-	482,800	-	-	-	39,200
TOTAL LIBRARY	997,500	2,500	-	865,800	90,000	-	-	39,200
TOTAL LIBRARY	997,500	2,500	-	865,800	90,000	-	-	39,200

Report 2026-37
Attachment 3

Reserve Continuity Report

	2026	2026	2026	2026	2026	2027	2027	2027	2027	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
91600 DC - LIBRARY	664,766	18,900	969,818	(240,552)	1,412,932	36,700	989,049	(330,552)	2,108,129	-	-
92141 R - GROWTH - LIBRARY	32,416	-	110,000	(94,968)	47,448	-	110,000	(97,817)	59,631	-	-
92600 R - LIBRARIES	975,563	-	190,890	-	1,166,453	-	-	-	1,166,453	336,000	(639,563)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - LIBRARIES - CAPITAL	809,404	22,000	425,000	(501,815)	754,589	15,500	467,000	(865,800)	371,289	3,814,000	3,004,596
TOTAL RESERVES	2,522,615	40,900	1,695,708	(837,335)	3,421,888	52,200	1,566,049	(1,294,169)	3,745,968	4,150,000	2,365,033

Capital Reserves Long-term Continuity Report

	2026	2026	2027	2028	2029	2030	2031
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - LIBRARIES - CAPITAL	809,404	754,589	371,289	383,229	549,853	738,770	750,270
TOTAL	849,870	795,055	411,755	423,695	590,319	779,236	790,736

REPORT TO LIBRARY BOARD

Leadership Development and Succession Planning

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board receives Report 2026-38, *Leadership Development and Succession Planning*, for information and discussion.

REPORT HIGHLIGHTS

- Organizational structure, leadership and professional development, and succession planning at the Oxford County Library

IMPLEMENTATION POINTS

An annual Leadership Development and Succession Planning report will be added to the Key Agenda Items and Policy Review Framework to provide the Library Board with regular updates.

Financial Impact

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

Communications

Library staff will continue to provide regular updates on leadership development and succession planning during the next term of the Library Board.

Report 2026-38
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: October 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
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>		

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

DISCUSSION

Background

Planning for effective leadership development and succession planning is essential for organizational sustainability. As the public library sector continues to experience workforce transitions and evolving service expectations, Oxford County Library remains committed to ensuring organizational continuity through ongoing staff development, leadership training, knowledge transfer and organizational planning.

In 2022, the Library undertook an organizational review that resulted in the restructuring of the Librarian Manager level positions and a number of subsequent organizational refinements resulting in new or expanded roles at other levels of the organization. These changes were designed to strengthen the Library's leadership capacity, support long-term succession planning, and to create a more sustainable management structure.

The reorganization intentionally broadened management expertise to ensure that key organizational knowledge and responsibilities were distributed among multiple positions. These changes have strengthened the Library's ability to adapt to future leadership transitions, while continuing to deliver high-quality services to the community.

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CORPORATE SERVICES
Board Date: October 20, 2026

The Library's current leadership structure consists of the CEO/Chief Librarian, supported by six Librarian managers who provide strategic, operational and service leadership across the organization. The current organizational structure is provided in Attachment 2, *2026 Oxford County Library Organizational Chart*.

Comments

Organizational Structure and Leadership Capacity

Oxford County Library has developed a leadership structure that supports organizational resilience and provides multiple pathways for employee growth and advancement.

The organizational chart, Attachment 1, demonstrates a layered leadership model that oversees a diverse workforce of full-time, part-time and temporary staff across the library system. This structure creates opportunities for employees to gain progressively greater responsibility through project leadership, committee work, supervisory experience and specialized assignments.

Library Management

The Library Management team consists of the CEO/Chief Librarian and six Librarian Managers responsible for branch services; collections and technologies; and programming and outreach.

The Library has made significant investment in developing leadership capacity amount its management team. All six Librarian Managers have completed or are currently participating in formal leadership development programs, including:

- The Advancing Public Library Leadership (APLL) program through the Ontario Library Service, which provides development of practical skills in leadership, change management, municipal relations and organizational communication.
- Oxford County's Leadership Development Program (LDP), which is a 12-month program and provides participants with leadership skills, organizational knowledge and professional development.

Beyond formal training, Librarian Managers take on additional leadership responsibilities that provide valuable experience in organizational governance, project management, staff engagement and strategic decision making. Examples include:

- County Health and Safety committee
- County MyHub application project committee
- LEIDS (Library Equity Inclusion and Diversity for Staff) committee
- Dementia Friendly Community Champion

Several managers also extend their leadership development through contributions outside the organization through opportunities such as:

- Serving as mentors through the Ontario Library Association's Mentor Match Program
- Serving on community and not-for-profit boards
- Participating in professional associations and other sector initiatives

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HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: October 20, 2026

These experiences have strengthened the leadership competencies and exposed managers to broader organizational and community perspectives that enhance their effectiveness as library leaders.

Full-Time, Non-Management Staff

The Library's full-time staff complement include:

- Five Library Technicians requiring a Library Technician Diploma
- Two Literacy Specialists and one Outreach Specialist requiring an Early Literacy degree or Master's in Library and Information Science (MLIS)
- One Branch Supervisor requiring a bachelor's degree
- One Community Liaison Coordinator requiring a degree in Marketing or Communications
- One Administrative Assistant position requiring a two-year degree in office management or another related field
- One Outreach Clerk requiring a high school diploma

Many of the Library's full-time staff possess qualifications that exceed the minimum requirements for their current positions. A number of full-time employees hold advanced educational credentials that would support progressing into professional or management positions within the organization.

Additionally, two-full-time staff members are currently enrolled in Oxford County's Emerging Leaders Program, which is a 2-year program, providing further opportunities to develop future leadership capacity within the organization.

Part-Time, Non-Management Staff

Part-time staff members also contribute significantly to the Library's succession planning capacity.

Current educational pursuits among part-time staff include:

- Eight employees who have completed or are working toward a Master's of Library and Information Science (MLIS).
- Three employees who have completed or are working toward a Library Technician diploma.
- Four employees who are participating in the Ontario Library Service's EXCEL Certificate Program.

These educational achievements demonstrate a strong commitment to professional growth and create a pool of potential candidates for future specialized, technical, and leadership positions.

Ongoing Professional Development

Oxford County Library maintains a culture of continuous learning by providing regular opportunities for staff to attend conferences, workshops and specialized training programs. In addition, the Library hosts four staff development days each year, providing departmental updates, specialized training and information from community partners. The Systems Support Team also hosts a regular "Tech Talk" session for staff, focusing on a new topic each month. These sessions are recorded and available to staff to review at any point if they are unable to attend the session live.

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Library staff can also register for a variety of learning opportunities through the County's annual professional development calendar, such as Crucial Conversations, Key Financial Processes, De-escalating Potential Violent Situations, and Project Management Fundamentals, to name a few.

These opportunities support knowledge transfer, professional networking, innovation and leadership growth throughout the organization. They also ensure staff remain informed about emerging trends, technologies and best practices within the library sector.

Succession Planning Considerations

Succession planning for the Library team currently focuses on building capacity rather than identifying designated successors for individual positions.

Current indicators suggest the Library is well-positioned to respond to future workforce changes. The Library's approach emphasizes readiness, flexibility and leadership development across all levels of the organization. By cultivating leadership capacity, the Library is creating a sustainable framework that supports continuity of service and organizational stability.

CONCLUSIONS

Oxford County Library has established a strong foundation for leadership development and succession planning through deliberate investment in staff education, leadership programs, professional development and experiential learning opportunities.

SIGNATURES

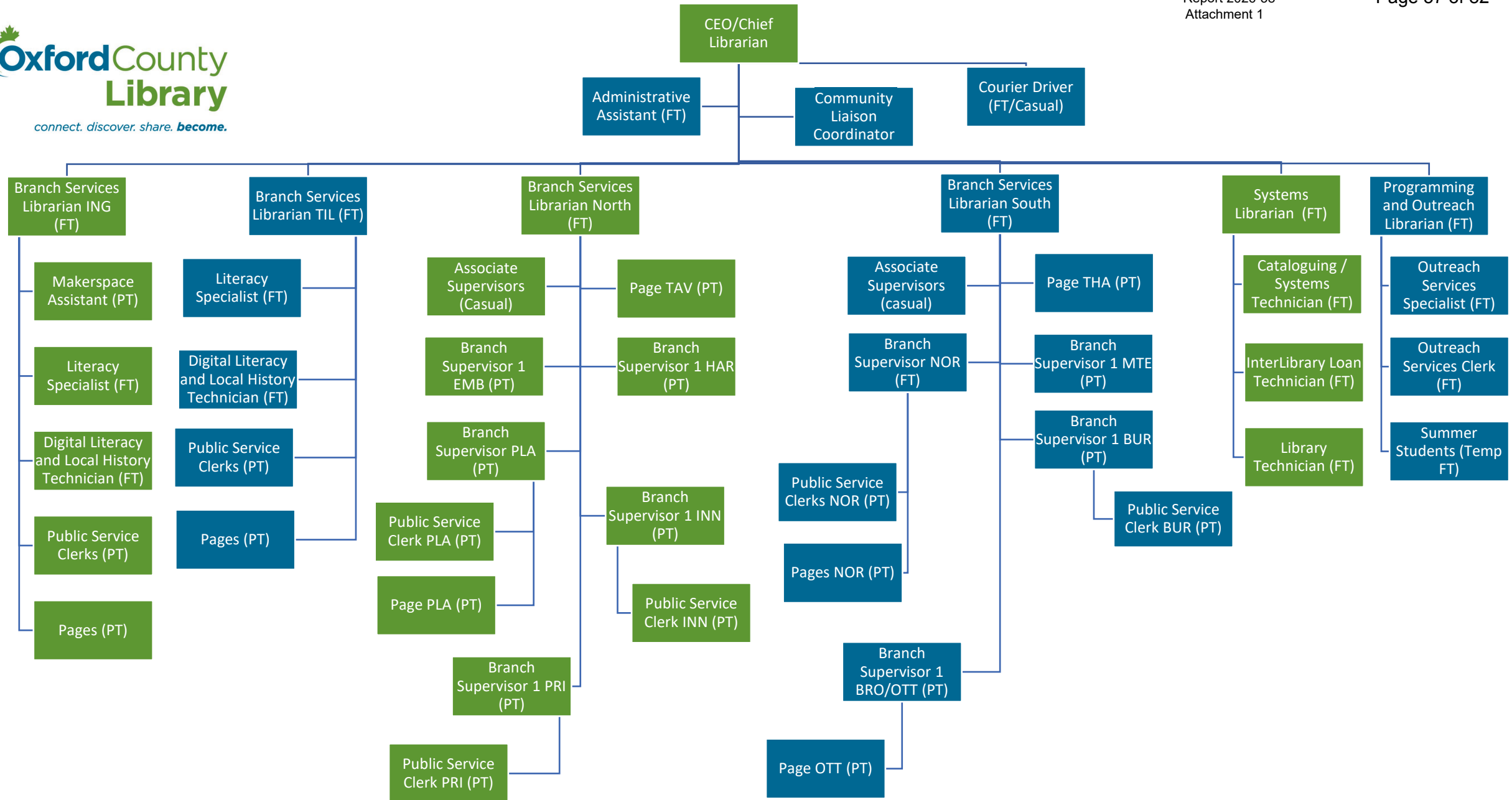
Approved for submission:

Original signed by

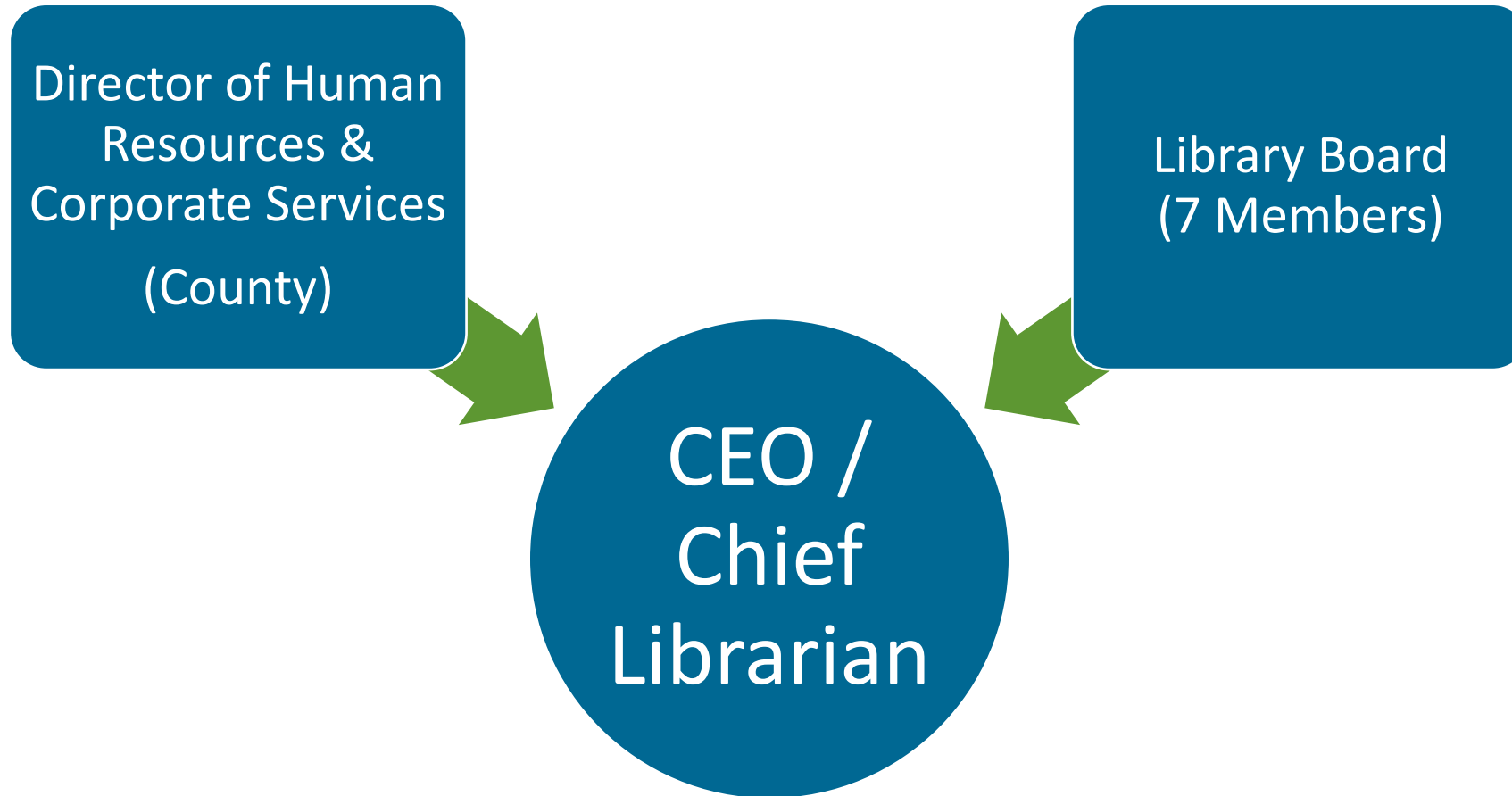
Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 Oxford County Library Organizational Chart, 2026



Reporting Structure above CEO / Chief Librarian



REPORT TO LIBRARY BOARD

Operational Policy Review: Children's and Teen Services Policy

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board approves amendments to the Children's and Teen Services Policy as set out in Attachment 1 to Report 2026-39.

REPORT HIGHLIGHTS

- The updated policy was reviewed and revised with the assistance of the Literacy Program Specialists and the Librarian Team.
- A tracked changes version of the updated policy has been provided as Attachment 2 to this report.

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.

Report 2026-39
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: October 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
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.2 – Develop and implement a referral framework to ensure that customers with diverse needs are referred to program and service supports provided by the most appropriate community organizations.</p> <p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>		<p>Strategy 3.1 – Plan, design, and implement a Programs and Services Accessibility Strategy to make OCL inclusive and accessible to all residents.</p> <p>Strategy 3.3 – Expand the Ox on the Run program to increase library access in communities without branches and to meet residents where they are to drive engagement.</p>

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

DISCUSSION

Background

The current *Children's and Teen Services Policy*, Attachment 3, was approved by the Library Board on July 11, 2022.

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

Report 2026-39
HUMAN RESOURCES &
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Board Date: October 20, 2026

As part of the Library's regular policy review cycle, staff have completed an update to the policy to ensure terminology, responsibilities and references remain current and reflect current library practices.

The 2026 update does not represent a significant change in the Library's approach to services for children and teens. The revision, instead, clarify existing practices, modernize terminology, strengthen statements on staff responsibilities and parental accountability, and update related policy references.

Summary of Changes

- Housekeeping and policy format changes
- *Background* section
 - Updated references and readability.
- New *Definitions* section
- Procedures section
 - Updated introductory statement to place greater emphasis on equity, inclusion and accessibility.
 - New *Staffing* section (2.0) to recognize the role of staff in the delivery of services to children and teens.
 - *Collections* 3.4 – new statement to reinforce parental responsibility regarding collection use. The statement aims to clarify that decisions regarding a child's use of library materials remains the responsibility of parents and caregivers, rather than library staff.
 - *Library Spaces* 3.4 – additional language that notes the active nature of spaces for children and teens and the expectations for noise levels in those areas and library spaces in general.
 - *Advocacy* (7.0) – updated language in 7.1.1 and 7.1.2 to improve readability and provide more emphasis on the health and well-being and the role of community donations for support.
 - *Parental / Caregiver Responsibility* (8.0) – Updated language related to supervision and responsibility for children and teens use of library space.
 - *References and Related Documents* (11.0) – updated references.

The proposed revisions, as described above, maintain the intent and principles of the current *Children and Teen Services Policy* while improving clarity and alignment with current library practices. The revisions support the Library's ongoing commitment to providing inclusive, equitable and welcoming services and spaces for children, teens and their families.

CONCLUSIONS

The updated *Children and Teen Services Policy* is intended to provide staff and the public with clear guidelines and expectations for children and teen services at the Oxford County Library.

SIGNATURES

Approved for submission:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 Draft Children's and Teen Services Policy, 2026 Update
Attachment 2 Draft Children's and Teen Services Policy, 2026 Update with tracked changes
Attachment 3 Children's and Teen Services Policy, 2022

 OXFORD COUNTY LIBRARY BOARD POLICY MANUAL			
Section:	Operational	Chairperson's Signature:	
Board Motion Number:	2022-14	Date Approved:	July 11, 2022
Pages:	4	Revision Dates:	October 20, 2026

Children and Teen Services Policy

BACKGROUND

Oxford County Library offers many services and programs for the benefit of children, teens, and parents/caregivers. These programs aim to build community, foster literacy, and promote library use.

Services to children and teens will be based on the principles stated in the Ontario Library Association's *Children's Rights in the Library* (1998) and *Teen's Rights in the Public Library* (2010).

Levels of service vary between branch tiers, as outlined in the Library's *Service Delivery Model*.

PURPOSE

This policy serves to provide parameters for the development and implementation of services, spaces, collections and programs for children and teens at the Oxford County Library.

DEFINITIONS

Child	Ages 0 to 13
Teen	Ages 14 to 18
Caregiver	A parent, guardian, or responsible person designated by the parent/guardian of a child.

PROCEDURES

- 1.0 Oxford County Library creates patron-centred services that are inclusive and equitable. The Library is committed to supporting the unique nature and diverse needs of our individual branch communities and the various age groups served.
- 2.0 **Staffing**
 - 2.1 Oxford County Library staff are dedicated to servicing children and teens.
 - 2.2 Library staff receive ongoing opportunities for professional development that support their knowledge of readers' advisory, collections, and programming applicable to all ages, including children and teens.
- 3.0 **Collections**
 - 3.1 Comprehensive collections for children and teens will be provided in accordance with the Library's *Collection Development Policy*.

Section:	Operational	Chairperson's Signature:	
Board Motion Number:	2022-14	Date Approved:	July 11, 2022
Pages:	4	Revision Dates:	October 20, 2026

- 3.2 Collections for children and teens will reflect the diverse and evolving needs and interests of those for which they are intended.
- 3.3 In the selection of materials, professional staff will give consideration to:
 - 3.3.1 Canadian, Indigenous, and local authors and content
 - 3.3.2 Award-winning titles
 - 3.3.3 Representations of diverse experiences
 - 3.3.4 Non-fiction material that complements the local school curriculum
 - 3.3.5 Age-appropriate formats.
- 3.4 Access to collections will not be restricted based on age of the borrower, except where restrictions are mandated in accordance with provincial or federal legislation. Parents/caregivers and legal guardians are responsible for children's reading and viewing.

4.0 Library Space

- 4.1 The Library will dedicate areas for children and teens, and their collections in each branch, where possible.
- 4.2 Library spaces for children and teens will be distinct from adult spaces and include furnishings and amenities that will provide a welcoming, safe and inclusive atmosphere. These spaces adhere to a flexible attitude toward fluctuating noise levels.

5.0 Programming and Outreach

- 5.1 Oxford County Library will provide programming and outreach for children, teens and their parents/caregivers that will:
 - 5.1.1 stimulate creative potential;
 - 5.1.2 promote an inclusive environment;
 - 5.1.3 encourage and facilitate a culture of literacy and independent learning;
 - 5.1.4 provide equitable access.
- 5.2 The number of participants may be restricted for any program based on facility size, fire department limits, available staff supervision, health and safety recommendations, etc. Limits will be enforced by the staff person in charge of the program.

6.0 Access to Information

- 6.1 All children and teens will have equal access to the full range of services available to other users.



OXFORD COUNTY LIBRARY BOARD POLICY MANUAL

Section:	Operational	Chairperson's Signature:	
Board Motion Number:	2022-14	Date Approved:	July 11, 2022
Pages:	4	Revision Dates:	October 20, 2026

- 6.2 All children and teens are eligible for an Oxford County Library card.
 - 6.2.1 Parents/caregivers may apply on behalf of their child, up to and including the age of 13.
 - 6.2.2 Once the individual has reached the age of 14, and can provide their own identification, they may apply without parental/caregiver consent.
- 6.3 The full range of qualified staff skills, collections, equipment and methods will be used to answer all patron requests, regardless of age.
- 6.4 Library staff will not censor material or information, unless required by law.
- 6.5 All children's and teens' requests will be answered without judgement, with confidentiality and with respect.

7.0 Advocacy for Children and Teens

- 7.1 The Library will advocate for children and teen services in the community by:
 - 7.1.1 collaborating with agencies to promote early literacy and a culture of reading, while also supporting children and teen health and well-being;
 - 7.1.2 seeking support for children and teen services from community organizations, as well as through fundraising and community donations;
 - 7.1.3 networking with other agencies who provide service to children and teens in the community, region and province;
 - 7.1.4 communicating with principals, teacher librarians and teachers in the community;
 - 7.1.5 promoting services and collections to benefit local children and teen groups/agencies such as schools, daycares, etc.;
 - 7.1.6 welcoming tours and class visits for all Oxford County schools, home-school groups, and other groups and agencies that support children and teens.

8.0 Parental / Caregiver Responsibility

- 8.1 Oxford County Library believes in the freedom of the individual and the rights and obligations of parents/caregivers to develop, interpret, and maintain their own code of values as a family. In support of this belief, parents/caregivers are responsible for the library collections, technologies, services and programs accessed by their children.
- 8.2 Library staff cannot act in place of, or absence of, a parent/caregiver. Staff are not responsible for enforcing restrictions which a parent/caregiver may place

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upon a child or teen's use of library collections, technologies, services and/or programs.

- 8.3 Parents/caregivers are responsible for the supervision of the child(ren) in their care while accessing library services and programs. Library staff are not responsible for the supervision, safety, and behaviour of children and teens visiting library spaces. All patrons must abide by the Library's *Code of Conduct*.

9.0 Unattended Children

- 9.1 The Library is a public place and parents/caregivers are responsible for children's supervision and behaviour at all times.
- 9.2 Library staff are not caregivers and cannot assume responsibility for children in the Library.
- 9.3 Library staff are obligated to call the police or the Children's Aid Society if they believe a child is in need of protection and their parents/caregivers are not available.

10.0 Duty to Report

- 10.1 All staff members of the Oxford County Library are obligated under the Ontario *Child, Youth and Family Services Act* to report suspicions of physical, emotional, and sexual abuse of children under the age of 16. According to law, reporting must be done promptly and immediately by the individual who witnesses or suspects that a child has experienced harm or is at risk of being harmed.

11.0 References and Related Documents

11.1 Oxford County Library Policies

- 11.1.1 Oxford County Library. (2022). *Service Delivery Model*.
- 11.1.2 Oxford County Library. (2024). *Code of Conduct*.
- 11.1.3 Oxford County Library. (2022, June). *Collection Development Policy*.

11.2 Legislation

- 11.2.1 *Child, Youth and Family Services Act*, 2017, S.O. 2017, c.14, Sched.1

11.3 Position Statements

- 11.3.1 Canadian Federation of Library Associations. (2019, April). *Statement on Intellectual Freedom and Libraries*. CFLA-FCAB.



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11.3.2 Ontario Library Association. (1998, November). *Position on Children's Rights in the Library*. OLA: Ontario Library Association.

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Children and Teen Services Policy

BACKGROUND

Oxford County Library offers many services and programs for the benefit of children, teens, and parents/caregivers. These programs aim to build community, foster literacy, and promote library use.~~promote use of the public library.~~

Services to children and teens will be based on the principles stated in the Ontario Library Association's *Children's Rights in the Library* (1998) and *Teen's Rights in the Public Library* (2010).

Levels of service vary between branch tiers, as outlined in the ~~library's Service Delivery Policy.~~Library's Service Delivery Model.

PURPOSE

This policy serves to provide parameters for the development and implementation of services, spaces, collections and programs for children and teens at the Oxford County Library.

DEFINITIONS

Word~~Child~~

~~Define.~~Ages 0 to 13

Teen

Ages 14 to 18

Caregiver

A parent, guardian, or responsible person designated by the parent/guardian of a child.

PROCEDURES

1.0 Oxford County Library creates ~~patron~~customer-centred services that are inclusive and equitable. ~~The Library is committed to supporting the~~ and ~~works to support the~~ unique nature and diverse needs of our individual branch communities and the various age groups served ~~through direct consultations.~~

2.0 Staffing

2.1 Oxford County Library ~~e-~~are staff are dedicated to servicing children and teens.

2.2 Library staff receive ongoing opportunities for professional development that support their knowledge of readers' advisory, collections, and programming applicable to all ages, including children and teens.

2.03.0 Collections

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2.13.1 Comprehensive collections for children and teens will be provided in accordance with the Library's Collection Development Policy.

2.23.2 Collections for children and teens will reflect the diverse and evolving needs and interests of those for which they are intended.

2.33.3 In the selection of materials, professional staff will give consideration to:

2.3.13.3.1 Canadian, Indigenous, and local authors and content

2.3.23.3.2 Award-winning titles

2.3.33.3.3 Representations of diverse experiences

2.3.43.3.4 Non-fiction material that complements the local school curriculum

2.3.53.3.5 Age-appropriate formats.

2.43.4 Access to collections will not be restricted based on age of the borrower, except where restrictions are mandated in accordance with provincial or federal legislation. Parents/caregivers and legal guardians are responsible for children's reading and viewing.

3.04.0 Library Space

3.14.1 The Library will dedicate areas for children and teens, and their collections in each branch, where possible.

3.24.2 Library spaces for children and teens will be distinct from adult spaces and include furnishings and amenities that will provide a welcoming, safe and inclusive atmosphere. These spaces adhere to a flexible attitude toward fluctuating noise levels.

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4.05.0 Programming and Outreach

4.15.1 Oxford County Library will provide programming and outreach for children, teens and their parents/caregivers that will:

4.1.15.1.1 stimulate creative potential;

4.1.25.1.2 promote an inclusive environment;

4.1.35.1.3 encourage and facilitate a culture of literacy and independent learning;

4.1.45.1.4 provide equitable access.

4.25.2 The number of participants may be restricted for any program based on facility size, fire department limits, available staff supervision, health and safety recommendations, etc. Limits will be enforced by the staff person in charge of the program.

5.06.0 Access to Information

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5-16.1 All children and teens will have equal access to the full range of services available to other users.

5-26.2 All children and teens are eligible for an Oxford County Library card.

5-2-16.2.1 Parents/caregivers may apply on behalf of their child, up to and including the age of 13.

5-2-26.2.2 Once the individual has reached the age of 14, and can provide their own identification, they may apply without parental/caregiver consent.

5-36.3 The full range of qualified staff skills, collections, equipment and methods will be used to answer all customer-patron requests, regardless of age.

5-46.4 Library staff will not censor material or information, unless required by law.

5-56.5 All children's and teens' requests will be answered without judgement, with confidentiality and with respect.

6-07.0 Advocacy for Children and Teens

6-1-7.1 The Library will advocate for children and teen services in the community by:

6-1-17.1.1 collaborating with agencies to promote early literacy and, a culture of reading, ~~while also supporting life-long learning, diversity, inclusion, as well as~~ children and teen health and, well-being, and individual needs;

6-1-27.1.2 seeking support for children and teen services from community organizations, as well as through fundraising and community donations, fundraising, donations, etc.;

6-1-37.1.3 networking with other agencies who provide service to children and teens in the community, region and province;

6-1-47.1.4 communicating with principals, teacher librarians and teachers in the community;

6-1-57.1.5 promoting services and collections to benefit local children and teen groups/agencies such as schools, daycares, etc.;

6-1-67.1.6 welcoming tours and class visits for all Oxford County schools, home-school groups, and other groups and agencies that support children and teens.

7-08.0 Parental / Caregiver Responsibility

7-48.1 Oxford County Library believes in the freedom of the individual and the rights and obligations of parents/~~and~~ caregivers to develop, interpret, and maintain their own code of values as a family. In support of this belief, parents/caregivers are

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responsible for the library collections, technologies, services and programs accessed by their children.

7-28.2 Library staff cannot act in place of, or absence of, a parent/caregiver. Staff are not responsible for enforcing restrictions which a parent/caregiver may place upon a minor's child or teen's use of library collections, technologies, services and/or programs.

7-38.3 Parents/caregivers are responsible for the supervision of the child(ren) in their care while accessing library services and programs. Library staff are not responsible for the supervision, safety, and behaviour of children and teens visiting library spaces. All ~~customers~~ patrons of the library must abide by the Library's Code of Conduct.

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8-09.0 Unattended Children

8-49.1 The Library is a public place and parents/caregivers are responsible for children's supervision and behaviour at all times.

8-29.2 Library staff are not caregivers and cande-not assume responsibility for children in the Library.

8-39.3 Library staff are obligated to call the police or the Children's Aid Society if they believe a child to be in need of protection and their parents/caregivers are not available.

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9-010.0 Duty to Report

10.0—All staff members of the Oxford County Library are obligated under the Ontario *Child, Youth and Family Services Act* ~~(2017)~~ to report suspicions of physical, emotional, and sexual abuse of children under the age of 16. According to law, reporting must be done promptly and immediately by the individual who witnesses or suspects that a child has experienced harm or is at risk of being harmed.

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Children and Teen Services Policy

BACKGROUND

Oxford County Library offers many services and programs for the benefit of children, teens, and parents/caregivers. These programs aim to build community, foster literacy, and promote use of the public library.

Services to children and teens will be based on the principles stated in the Ontario Library Association's *Children's Rights in the Library* (1998) and *Teen's Rights in the Public Library* (2010).

Levels of service vary between branch tiers, as outlined in the library's *Service Delivery Policy*.

PURPOSE

This policy serves to provide parameters for the development and implementation of services, spaces, collections and programs for children and teens at the Oxford County Library.

PROCEDURES

Oxford County Library creates customer-centred services and works to support the unique nature and diverse needs of our individual branch communities and the various age groups served through direct consultations.

Collections

1. Comprehensive collections for children and teens will be provided in accordance with the library's *Collection Development Policy*.
2. Collections for children and teens will reflect the diverse and evolving needs and interests of those for which they are intended.
3. In the selection of materials, professional staff will give consideration to:
 - a. Canadian, Indigenous, and local authors and content
 - b. Award-winning titles
 - c. Representations of diverse experiences
 - d. Non-fiction material that complements the local school curriculum
 - e. Age-appropriate formats.
4. Access to collections will not be restricted based on age of the borrower, except where restrictions are mandated in accordance with provincial or federal legislation.

Library Space

1. The library will dedicate areas for children and teens, and their collections in each branch, where possible.



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2. Library spaces for children and teens will be distinct from adult spaces and include furnishings and amenities that will provide a welcoming, safe and inclusive atmosphere.

Programming and Outreach

1. Oxford County Library will provide programming and outreach for children, teens and their parents/caregivers that will:
 - a. stimulate creative potential
 - b. promote an inclusive environment
 - c. encourage and facilitate a culture of literacy and independent learning
 - d. provide equitable access
2. The number of participants may be restricted for any program based on facility size, fire department limits, available staff supervision, health and safety recommendations, etc. Limits will be enforced by the staff person in charge of the program.

Access to Information

1. All children and teens will have equal access to the full range of services available to other users.
2. All children and teens are eligible for an Oxford County Library card.
 - a. Parents/caregivers may apply on behalf of their child, up to and including the age of 13.
 - b. Once the individual has reached the age of 14, and can provide their own identification, they may apply without parental consent.
3. The full range of qualified staff skills, collections, equipment and methods will be used to answer all customer requests, regardless of age.
4. Library staff will not censor material or information, unless required by law.
5. All children's and teens' requests will be answered without judgement, with confidentiality and with respect.

Advocacy for Children and Teens

The library will advocate for children and teen services in the community by:

1. Collaborating with agencies to promote early literacy, a culture of reading, life-long learning, diversity, inclusion; as well as children and teen health, well-being, and individual needs;
2. Seeking support for children and teen services from community organizations, fundraising, donations, etc.;



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3. Networking with other agencies who provide service to children and teens in the community, region and province;
4. Communicating with principals, teacher librarians and teachers in the community;
5. Promoting services and collections to benefit local children and teen groups/agencies such as schools, daycares, etc.;
6. Welcoming tours and class visits for all Oxford County schools, home-school groups, and other groups and agencies that support children and teens.

Parental / Caregiver Responsibility

1. Oxford County Library believes in the freedom of the individual and the rights and obligations of parents and caregivers to develop, interpret, and maintain their own code of values as a family. In support of this belief, parents/caregivers are responsible for the library collections, technologies, services and programs accessed by their children.
2. Library staff cannot act in place of, or absence of, a parent/caregiver. Staff are not responsible for enforcing restrictions which a parent/caregiver may place upon a minor's use of library collections, technologies, services and/or programs.
3. Parents/caregivers are responsible for the supervision of the child(ren) in their care while accessing library services and programs. All customers of the library must abide by the library's *Code of Conduct*.

Unattended Children

1. The library is a public place and parents/caregivers are responsible for children's supervision and behaviour at all times.
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Duty to Report

All staff members of the Oxford County Library are obligated under the Ontario *Child, Youth and Family Services Act* (2017) to report suspicions of physical, emotional, and sexual abuse of children under the age of 16. According to law, reporting must be done promptly and immediately by the individual who witnesses or suspects that a child has experienced harm or is at risk of being harmed.



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References and Related Documents

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<https://www.ocl.net/Portals/OxfordCountyLibrary/Documents/policies/Service%20Delivery%20Policy%202017.pdf>

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

https://www.ocl.net/Portals/OxfordCountyLibrary/documents/policies/Code%20of%20Conduct_2022.pdf?ver=2022-06-23-131235-147

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https://www.ocl.net/Portals/OxfordCountyLibrary/documents/policies/Collection%20Development%20Policy_2022.pdf?ver=2022-06-23-131235-147

Legislation

Child, Youth and Family Services Act, 2017, S.O. 2017, c.14, Sched.1

Position Statements

Canadian Federation of Library Associations. (2019, April). *Statement on Intellectual Freedom and Libraries*. CFLA-FCAB.

<http://cfla-fcab.ca/en/guidelines-and-position-papers/statement-on-intellectual-freedom-and-libraries/>

Ontario Library Association. (1998, November). *Position on Children's Rights in the Library*. OLA: Ontario Library Association.

<https://accessola.com/wp-content/uploads/2020/08/1998-OLAChildrensRightsLibrary.pdf>

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Ontario Library Association. (2020, January). *Statement on Intellectual Freedom and the Intellectual Rights of the Individual*. OLA: Ontario Library Association.

<https://accessola.com/wp-content/uploads/2020/08/2020-OLAIntellectualFreedomStatement.pdf>

REPORT TO LIBRARY BOARD

2023-2026 Library Board Legacy Document

To: Oxford County Library Board

From: CEO / Chief Librarian

RECOMMENDATION

1. That the Library Board approves the 2023-2026 Library Board Legacy Document as set out in Attachment 1 to Report 2026-40.

REPORT HIGHLIGHTS

- The Library Board Legacy Document is created at the end of each term to reflect on the accomplishments, challenges and recommendations for future mandates of the newly appointed Library Board.

IMPLEMENTATION POINTS

Upon approval by the Library Board, The Library Board Legacy Document will be included in the Oxford County Library Board Orientation materials as background information for incoming Library Board members.

Financial Impact

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

Communications

Once approved, the Library Board Legacy Document will be made available to incoming Library Board members after their appointment. The document will also be made available to the public on the Library Board section of the Oxford County Library website.

Report 2026-40
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: October 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
 <p>Sustain service excellence</p>	 <p>Grow engagement and member relationships</p>	 <p>Innovate access to service</p>
<p>Strategy 1.3 – Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.</p>		

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

DISCUSSION

Background

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

Comments

The draft 2023-2026 Library Board Legacy Document, Attachment 1, will serve as part of the new Library Board's orientation by informing them of the achievements made and challenges faced by this term of the Library Board. It will also be instrumental in assisting the Library Board through a strategic plan review to guide services over the next few years, and in the development of further advancements in library services for Oxford County.

CONCLUSIONS

Report 2026-40
HUMAN RESOURCES &
CORPORATE SERVICES
Board Date: October 20, 2026

The Library Board Legacy Document should be considered a draft document for discussion, with additional information to be added through the discussion with the Library Board. Should larger changes be required, staff will return the document to the Board at the November meeting for final approval.

SIGNATURES

Approved for submission:

Original signed by

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 2023-2026 Oxford County Library Board Legacy Document, October 2026.



21 Reeve Street, PO Box 1614
Woodstock, ON N4S 7Y3
519.539.9800 | 1.800.755.0394
oxfordcounty.ca

MEMORANDUM

To: The Oxford County Library Board 2027 - 2030

From: The Oxford County Library Board 2023 - 2026

CC: Lisa Marie Williams, CEO/Chief Librarian

Date: November

Re: Library Board Legacy Document 2026

All members of the 2023-2026 Library Board participated based on a fundamental belief in the value of public library service in the County of Oxford.

The 2027 Library Board will consist of 2 County Councilors and 5 citizen appointees. The County Council appointees are selected at the start of each Council term.

Achievements / Accomplishments

The outgoing Board has led the library through a particularly productive and transformative four-year term. During this period, several significant initiatives were completed, strengthening library services, facilities, technology, and community engagement across Oxford County. Key accomplishments include:

- Launch of the **Ox on the Run Outreach Pilot** in 2023, which successfully evolved into a permanent year-round Ox on the Run service in 2026.
- Development of a **Service Delivery Model** in 2023 to guide future investments in library services, spaces, collections, programming, and technology.
- Installation of new branch signage at 13 of the library's 14 locations.
- Creation and adoption of the **2024-2028 Library Strategic Plan**.
- Expansion of service hours at village branches in 2024.
- Completion of a new **Library Facilities Plan** to guide facility planning and investment through 2034.
- Undertaking a comprehensive **Library Technology Review** in 2024.
- Conducting the **Rural Branch Customer Engagement Survey** in 2024.
- Celebrating the library's **60th anniversary** in 2025.
- Approval and procurement of a new **Ox on the Run Bookmobile**, scheduled for delivery in 2027.



- Installation of new children's murals at the Ingersoll, Tillsonburg, and Otterville branches.
- Implementation of new technologies and systems designed to improve customer engagement, streamline workflows, and enhance organizational efficiency, including:
 - **Patron Point** (2024)
 - **Mugo** (2025)

Challenges

The 2023-2026 Library Board faced several significant challenges throughout its term and demonstrated resilience, adaptability, and leadership in navigating each of them.

At the outset of the term, the Library experienced challenges related to intellectual freedom and inclusive programming surrounding the long-standing Drag Storytime events held at the Ingersoll and Tillsonburg branches in partnership with Oxford Pride and the Rainbow Optimist Club of Southwestern Ontario. The issue attracted considerable public attention and resulted in both protests and counter-protests at library events. The situation created additional pressure and stress for staff and ultimately contributed to the resignation of a Board member who chose to participate in the protests.

In the spring of 2025, the retirement of the County Treasurer and Director of Corporate Services led to a reorganization of County departments. As a result, the Library's departmental reporting relationship shifted to the newly established Human Resources and Corporate Services department. The transition also resulted in changes among key finance staff who supported the Library's budgeting, financial reporting, and business planning functions, requiring the Board and staff to adapt to new working relationships and processes.

Later in 2025, the Board experienced the loss of its Chair, Julia Harris, following a lengthy illness. Her passing was deeply felt by Board members and staff alike, and her contributions to the Library and the community left a legacy.

The Board also navigated further health-related challenges during 2025 and 2026, including two short-term medical leaves involving the CEO/Chief Librarian. Through effective leadership and operational planning, the Board ensured continuity of library services and continued progress on key strategic initiatives during these periods.

Recommendations for the 2027-2030 Library Board

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

- *Continued Strategic Investment in Community Outreach and Service Accessibility*
 - Building on the success of Ox on the Run, the Board should continue exploring innovative service delivery models that improve access for underserved and rural residents. Particular attention should be given to maximizing the impact of

the new bookmobile upon its arrival in 2027 and evaluating opportunities for future outreach expansion.

- *Advocate and Advance Long-Term Facilities Plan.*
 - The incoming Library Board should continue the implementation of the Library Facilities Plan, with particular focus on the successful development of the new Mount Elgin branch in partnership with South-West Oxford Township. The Library Board should also work to advocate for inclusion of library services in other future area municipal, educational or community multi-purpose facility projects, thus creating the opportunity to expand service in a cost-effective and collaborative manner. To support long-term infrastructure needs, the Library Board should also strengthen the Library's ability to participate in capital projects through enhanced fundraising capacity and community investment initiatives.
- *Champion Intellectual Freedom and Inclusive Library Services*
 - As challenges to intellectual freedom and access to library programs and services continue to emerge across Canada and North America, the Library Board should remain steadfast in its commitment to universal access, creating a sense of belonging, and intellectual freedom. The Library Board should ensure that policies, practices and communication strategies to support staff and board members in responding effectively to controversial issues while advocating for the public's right to access information, ideas and diverse perspectives.
- *Strengthening Governance and Board Development*
 - The incoming Library Board should participate in a robust orientation, that includes site visits to all 14 branches, Library Headquarters and a tour of both library vehicles. Orientation should be ongoing throughout the first year with a portion of the monthly agenda dedicated to discussion and/or learning. In subsequent years, the Library Board should participate in regular governance training opportunities when they arise to ensure members are well prepared to fulfill their governance responsibilities and respond effectively to emerging challenges. The Library Board should also ensure active engagement in the Ontario Library Service (OLS) Board Assembly and participation in governance-related conferences such as the OLS Virtual Conference and the Ontario Library Association's Super Conference.
- *Develop a New Strategic Plan to Guide the Future of Library Services*
 - The Library Board should prepare for the development of a new Library Strategic Plan by increasing its understanding of strategic planning best practices, governance responsibilities and community engagement methodologies throughout 2027. Building on this foundation, the Library Board should oversee the procurement and engagement of a qualified consulting firm in 2028 to facilitate a comprehensive, community-driven strategic planning process.

The 2023-2026 Library Board leaves a strong foundation characterized by service innovation, strategic planning, facility and technology improvements, and commitment to community engagement.

The incoming Library Board as an opportunity to build upon this momentum by focusing on sustainability, intellectual freedom, organizational resilience and continued excellence in public library service across Oxford County.