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AGENDA

OXFORD COUNTY LIBRARY BOARD
BOARD MEETING

Tuesday, December 19, 2023 1:00 p.m.

21 Reeve Street, Woodstock, Room 222

and online

www.oxfordcounty.ca/livestream

1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

4. ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING

   4.1. November 21, 2023

5. DELEGATIONS. PRESENTATIONS AND CONSIDERATION THEREOF

6. CONSIDERATION OF CORRESPONDENCE

7. REPORTS

   7.1. 2023-42 Key Agenda Items Update (verbal report)

      RECOMMENDATION

      1. That the Library Board receives Verbal Report 2023-43, Key Agenda Items update for information and discussion.

   7.2. 2023-43 Librarian's Report

      RECOMMENDATION

      1. That the Library Board receive Report 2023-43, Librarian's Report and Monthly Statistics, for information and discussion.

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7.3. 2023-44 CEO/Chief Librarian Performance Appraisal Goals and Objectives

RECOMMENDATION

1. That the Library Board receives Report 2023-44, CEO Performance Appraisal Goals and Objectives, and approves the CEO/Chief Librarian's 2024 goals and objectives as set out herein.

7.4. 2023-45 Library Strategic Plan – Final Text

RECOMMENDATIONS

1. That the Library Board receives Report 2023-45, Oxford County Library Strategic Plan – Final Text, for approval;

2. And further, that the Library Board directs staff to work with Strategic Communications for the design phase of the final Strategic Plan document and Strategic Plan At-a-Glance page.

8. UNFINISHED BUSINESS

8.1. Pending Item – Drag Storytime Report – Anticipated for January Meeting

9. MOTIONS

10. NOTICE OF MOTIONS

11. ENQUIRIES

12. ADJOURNMENT

OXFORD COUNTY LIBRARY BOARD MEETING MINUTES

Tuesday, November 21, 2023

Members Present:	Chair Julia Harris
	Vice-Chair Laura Langford
	Councillor David Mayberry
	Councillor Brian Petrie
	Megan Blair
	Katherine Grieve
	Cynthia Lacroix
Members Absent:	None
Staff Present:	L.M. Williams, CEO/Chief Librarian
	L. Buchner, Director of Corporate Services
	C. McLaren, Deputy Chief Librarian, Branch Services
	K. DeWeerd, Administrative Assistant

1. CALL TO ORDER

Oxford County Library meets in regular session this the twenty-first day of November, 2023, in Room 222, Oxford County Admnistration Building, Woodstock, at 1:00 p.m. with Chair Julia Harris in the chair.

2. APPROVAL OF AGENDA

RESOLUTION 1

Moved By: Brian Petrie
Seconded By: Laura Langford

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: Brian Petrie
Seconded By: Laura Langford

Resolved that the Library Board minutes of October 23, 2023 be adopted.

DISPOSITION: Motion Carried

5. DELEGATIONS. PRESENTATIONS AND CONSIDERATION THEREOF
NIL

6. CONSIDERATION OF CORRESPONDENCE
NIL

7. REPORTS

7.1. 2023-37 Key Agenda Items Update (verbal report)

RESOLUTION 3

Moved By: Brian Petrie
Seconded By: David Mayberry

That the Library Board receives Verbal Report 2023-37, Key Agenda Items update for information and discussion.

DISPOSITION: Motion Carried

7.2. 2023-38 Librarian's Report

RESOLUTION 4

Moved By: David Mayberry
Seconded By: Laura Langford

That the Library Board receives Report 2023-38, Librarian's Report for information and discussion.

DISPOSITION: Motion Carried

7.3. 2023-39 Library Board Meeting Schedule 2024

RESOLUTION 5

Moved By: Laura Langford
Seconded By: Meagan Blair

That the Library Board approves the 2024 Board meeting schedule as presented in Report 2023-39.

DISPOSITION: Motion Carried

7.4. 2023-40 Oxford County Library 2024 Holiday and Staff Development Day Closures

RESOLUTION 6

Moved By: David Mayberry
Seconded By: Katherine Grieve

That the Library Board receives Report 2023-40, Oxford County Library 2024 Holiday and Staff Development Day Closures for information.

DISPOSITION: Motion Carried

8. UNFINISHED BUSINESS

8.1. Pending Item – Drag Storytime Report

No discussion takes place regarding the Pending Item.

9. MOTIONS

NIL

10. NOTICE OF MOTIONS

NIL

11. ENQUIRIES

11.1 Councillor Mayberry – Community Helath Centre Parnershps

11.2 Cynthia Lacroix – Discussion – Minutes and Agenda

11.3 Councillor Petrie – County Council Budget Update

12. CLOSED SESSION

RESOLUTION 7

Moved By: Brian Petrie
Seconded By: David Mayberry

Resolved that the Library Board go into a closed session to consider a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

DISPOSITION: Motion Carried at 1:45 p.m.

1:45 p.m. with Julia Harris in the chair.

All members of the Board in attendance.

Staff Present L. Williams, CEO Chief Librarian
       L. Buchner, Director of Corporate Services
       C. McLaren, Deputy Chief Librarian, Branch Services
       K. DeWeerd, Administrative Assistant

12.1 Report (CS) 2023-41

<u>RESOLUTION 8</u>

Moved By: Brian Petrie
Seconded By: David Mayberry

Resolved that the Library Board reconvene in Open session.

<u>DISPOSITION</u>: Motion Carried at 2:26 p.m.

13. CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

13.1 Report (CS) 2023-41

<u>RESOLUTION 9</u>

Moved By: Brian Petrie
Seconded By: David Mayberry

Resolved that the recommendation contained in Report (CS) 2023-41 and staff direction be approved.

<u>DISPOSITION</u>: Motion Carried

14. ADJOURNMENT

<u>RESOLUTION 10</u>

Moved By: Laura Langford
Seconded By: Megan Blair

Resolved that the Board meeting of November 21, 2023 be adjourned until the next meeting scheduled for December 19, 2023 at 1:00 p.m.

<u>DISPOSITION</u>: Motion Carried at 2:28 p.m.

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Julia Harris, Chair

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Lisa Marie Williams, Secretary

To: **Oxford County Library Board**

From: **CEO/Chief Librarian**

Librarian's Report and Monthly Statistics

RECOMMENDATION

1. That the Library Board receive Report 2023-43, Librarian's Report and Monthly Statistics, for information and discussion.

DISCUSSION

CEO / Chief Librarian

- November 21 – Presentation @ OLA Marketing Think Tank: Crisis to Confidence
- November 24 – AMPLO (Administrators of Medium Public Libraries of Ontario
- November 24 – Safe & Well Oxford Summit
- November 25 – Tillsonburg Branch 10th Anniversary Open House
- November 28 – ARUPLO Executive Meeting (Administrators of Rural Urban Public Libraries of Ontario)
- November 29 – Oxford County Council – Special Budget Meeting
- December 4 – Library Staff Development Day
- December 5 – OLS Valuing Ontario Libraries Toolkit (VOLT) Training
- December 6 – Meeting w/ R. Smith, K. Black, L. Buchner RE: Housing Development & Library Space
- December 8 – ARUPLO
- December 12 – Reducing Poverty Together Committee
- December 13 – Oxford County Council – Special Budget Meeting
- December 14 – OLS Informal Library CEO Chat

Statistics

In Attachment 1 to this report, October and November statistics for:
- **Branch Attendance**
  Branch attendance over 2022 continues to climb and normalize to what could be considered the new normal. While attendance is still not meeting 2019 numbers, all other indications of use is that customers are now making better use of hold systems and visiting the branches less often but checking out more material and attending programs more often.

Overall Branch of Note:

Branch	October	November	Attendance per Hour
Brownsville	31% over 2019 101% over 2022	33% over 2019 38% over 2022	July: 3.8 August: 3.3

% Total Change	October	November	Year to Date
2019 to 2023	-27.3%	-13.5%	-24.4%
2022 to 2023	49.3%	31.9%	57.3%

- **Computer Use**
Several branches saw increased demand for both computer and wi-fi in October and November.

Branch	October	November
Embro	32%	39%
Ingersoll	68%	88%
Plattsville	277%	56%
Princeton	38%	88%
Tavistock	65%	53%

However, negative usage of wi-fi systems is still impacting overall growth of usage.

% Total Change	October	November	Year to Date
2022 to 2023	3.9%	1%	8.4%

- **Physical Circulation**
Circulation growth is well above 2019 year-to-date and holding strong year-to-date over 2022. However, we are seeing a slight pull back in October and November compared to other months. This may be due to decline in new material as our budgets are under pressure due to unanticipated overages in facilities charges.

Branches of note:

Branch	October	November	Circulation per Hour
Ingersoll	17% over 2019 13% over 2022	13% over 2019 6% over 2022	Oct: 48.1 Nov: 47.4
Mount Elgin	40% over 2019 34% over 2022	19% over 2019 4% over 2022	Oct: 19.0 Nov: 15.8
Otterville	7% over 2019 9% over 2022	30% over 2019 32% over 2022	Oct: 24.5 Nov: 27.9
Princeton	110% over 2019 22% over 2022	143% over 2019 4% over 2022	Oct: 19.9 Nov: 18.2

% Total Change	October	November	Year to Date
2019 to 2023	1.1%	4.2%	7%
2022 to 2023	-4%	-5%	3%

- **Digital Circulation**
  Digital usage continues to climb with increased use in all categories.
  - TV and Movies saw continuing increased usage climbing by 46% in October and 18% in November. We anticipate this number will continue to grow as community members look for free entertainment options.
  - Tumble Books have re-gained popularity again after months of negative usage. October saw an increase of 439% in usage of this children's eBook platform.
  - Digital Music jumped by 80% over 2022 usage in November.
  - Audiobooks continued a healthy year of year increase at 27% in October and 21% in November as people

% Total Change	October	November	Year to Date
2022 to 2023	29%	24%	12%

Community Engagement

Ox on the Run
- The Mobile Unit has been off the road due to licensing issues since November. Staff have been using their own vehicles to continue to offer services and attend stops and programs. Staff with Public Works and Paramedic Services have worked tirelessly with the OOTR team to get the paperwork issues sorted and the Ox back on the road. Staff

are hopeful that the vehicle will be back on the road by Friday, December 15 in time for the Thamesford and Burgessville parades.

- OOTR team attended the Ingersoll and Tillsonburg parades in November using the Library's courier van. The team will be attending the Thamesford and Burgessville parades the weekend before the Library Board meeting and hope to use the Mobile Unit for the parades. Should they not be able to use the Mobile Unit, the courier van will be used in its place.
- OOTR staff began tech help drop-in programs during November at several of the library's northern branches outside of operating hours and at retirement homes around the County.

Outreach Services

- Bi-weekly outreach to the Upper Deck Youth Centre in Tillsonburg will be returning in January to support the 25 to 30 students that attend a lunch hour drop-in program. The Library's Outreach/Teen Librarian will be attending the drop-in to bring library technology and activities to build connections with teens.
- The Outreach and Tillsonburg teams will be partnering with the Helping Hands Food Bank in Tillsonburg to offer a version of the very popular Teen Book Box program for youth in need. In December, staff packaged 11 bags with contents similar to the book box program along with a free book for youth to keep. Staff will continue to drop off monthly activities similar to those in our book box program going forward to go into the Food Banks care kits.
- Outreach Staff attended a Brightside Community Health Forum in December with 80 other organizations to identify the needs of youth in Oxford County. During the forum, OCL was recognized as an important partner and identified as the #1 location to host satellite events for Brightside Youth Hub.

Harrington Holiday Market Open House

- On November 11 Harrington Branch opened their doors during the Holiday Market Open House held upstairs in the community room of the building. Staff engaged with 60 people over the open house to register new cards and engage the community in the services and programs offered at the branch.

Intergenerational Holiday Storytime at PeopleCare in Tavistock

- Tavistock Branch will be hosting their popular Tales for Tots program at PeopleCare long-term care home in Tavistock on December 20. The program will include holiday stories and crafts for families and seniors.

Tillsonburg Team at Westfield Public School

- Two members of the Tillsonburg branch team are doing monthly visits to the Kindergarten classes at Westfield Public School. On average, they are seeing approximately 39 students each month for stories and more.

Collections and Technology

BC Mobile App

- On November 28 staff were informed that the Library's mobile catalogue app, BlueCloud Mobile, was no longer functioning. The Ontario Library Consortium (OLC), the group of

libraries that work together in a shared library catalogue/database service, contacted the vendor for further information. The vendor informed OLC that the disruption in service was the result of an ongoing contract dispute. As a resolution is not anticipated until at least March 2024, the OLC is currently requesting a service credit and compensation from the vendor for 2023. Further up-to-date details will be provided at the Library Board meeting on December 19.

LibKey for Public Computer Reservations
- County IT staff have been working with the Support Services Librarian and branch teams at Thamesford and Norwich on a public computer reservation solution for smaller branch operations.

Branch and Programming

Branch Updates

Ingersoll and the Community Health Centre
- Ingersoll branch is currently investigating a partnership with the Community Health Centre to host a monthly program for 2SLGBTQIA+ members of the community. Currently called *Queer Conversations* the program will aim to provide understanding, community connections, and learning opportunities.

Otterville Branch Children's Mural
- The call for artists has recently closed and staff are working to secure an artist from the two submissions received.
- Otterville Fire Fighters have also promised a donation for the project. Staff are working with them to determine what amount is required to see the project start in the new year.

DASO Donation from Tillsonburg's Sip n' Stitch
- Staff from Tillsonburg dropped off a substantial donation of handmade items from the Branch's Sip n' Stitch club and other fiber arts groups at OCL branches around the county. These items will be handed out to those that DASO serves this winter season.

Tillsonburg's Children's Mural and New Furniture
- The new mural was unveiled at the branch's 10-year anniversary on November 25. Designed by local artist Stella Jurgen, the mural celebrates all that is Tillsonburg.

Branch Programming Highlights

To view our Program Calendar for upcoming events, go to:
https://engagedpatrons.org/EventsCalendar.cfm?SiteID=2048

Teen Holiday Parties
- The Outreach/Teen Librarian, along with branch staff, will be hosting Teen Holiday Parties in December at the Ingersoll and Tillsonburg branches. This popular program will include the showing of a holiday themed movie, crafts and a hot chocolate bar for teens to enjoy.

Jed Lau Cooking Programs
- Embro and Plattsville branches hosted cooking programs with popular local chef, Jed Lau during November. Chef Lau provided an Italian cooking demonstration that included pasta carbonara, charred broccoli caesar and tiramisu. Both branches saw full registration with 15 attendees at Embro and 14 attendees at Plattsville.

Adult Programming Success at Thamesford
Thamesford Branch has hosted a number of successful adult programs in November and early December.
- November 15 the branch hosted a Registered Nurse from Woodstock Hospital's Diabetes program for an educational program around the disease. Attendees were so engaged that the program lasted 30 minutes past the scheduled time and customers have let the staff at Thamesford know that they were very happy to have this program answer questions outside of a doctor's visit.
- November 23 a Registered Dietitian from Alexandria Hospital hosted Understanding Food Labels and discussed grocery shopping and reading labels for better nutrition.
- December 12 the Alzheimer's Society Southwest brought Learning About Memory Loss to the branch to dementia. This program was particularly popular with one attendee driving almost 40 minutes to hear the talk.

Programming at Innerkip
- The branch hosted Trash Theatre for a candle making program for school age children on December 13 with a full registration.
- Master Gardener Elizabeth Spedaliere on November 25 to provide information on Winter Gardens.

Little Critters Adventure Time @ Plattsville
- This popular petting zoo program from Little Hobby Farm will be hosted at the Plattsville Branch on December 16.

Forever Flower Ornaments @ Harrington
- Harrington Branch hosted The Garden in Harrington for this all-ages program.

Tillsonburg's Homelessness in Our Community Conversation Series
- The first in this series saw 29 engaged attendees to the program. The group had lots of great questions. Staff and our partner organizations were very pleased with the attendance and the thoughtfulness of those in the audience. We are looking forward to more conversations this coming winter.

JFK Assassination at 60
- The Ingersoll program was delayed until December 11 due to weather. This program, while not as well attended as the initial presentation in Tillsonburg, still saw a great crowd engaged in learning about the assassination 60 years after the events.

Ingersoll Mini-Putt
- The creative team at Ingersoll hosted an after-hours program on Sunday, December 7 for a pre-registered crowd. The entire library was made into a mini-putt with the help of Kiwanis of Ingersoll's mini-putt clubs and balls. Staff used displays from past summer reading programs and March Break events to bring each hole to life. From an octopus to a book tree, each hole was a delight for the eyes.

Staff News
Staff Day – December 8
Ingersoll and Tillsonburg Branches were closed Monday, December 8 for the final Staff Development Day of the year. Staff spent the morning hearing from administrative and branch staff regarding updates to programming, community engagement, collections and technology, new processes and procedures, and the 2024 budget; followed by a team-building mini-putt golf activity in the library and a holiday lunch.

SIGNATURES

Departmental Approval:

Original Signed by

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Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 – Monthly Statistics

Branch Attendance Statistics - October and November 2023

BRANCH	HOURS PER WEEK	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
	15	2019	90	69	120	107	90	124	167	148	121	149	128	97	1,313	1410
		2022	19	12	37	56	55	121	160	88	74	97	123	56	842	898
BROWNSVILLE	12	2023	86	86	88	86	94	135	177	156	153	195	170		1,426	1,426
		% Change 19 to 23	-4%	25%	-27%	-20%	4%	9%	6%	5%	26%	31%	33%		9%	
		% Change 22 to 23	353%	617%	138%	54%	71%	12%	11%	77%	107%	101%	38%		69%	
	15	2019	443	414	452	432	367	466	467	524	412	532	459	279	4,968	5247
		2022	169	180	276	348	312	349	363	419	349	313	260	259	3,338	3,597
BURGESSVILLE	15	2023	376	351	397	364	299	428	508	384	346	318	347		4,118	4,118
		% Change 19 to 23	-15%	-15%	-12%	-16%	-19%	-8%	9%	-27%	-16%	-40%	-24%		-17%	
		% Change 22 to 23	122%	95%	44%	5%	-4%	23%	40%	-8%	-1%	2%	33%		23%	
	12	2019	197	192	211	203	214	188	346	225	233	308	168	117	2,485	2602
		2022	72	84	135	128	141	151	186	207	130	168	123	105	1,525	1,630
EMBRO	12	2023	149	122	151	140	132	126	186	280	145	143	118		1,692	1,692
		% Change 19 to 23	-24%	-36%	-28%	-31%	-38%	-33%	-46%	24%	-38%	-54%	-30%		-32%	
		% Change 22 to 23	107%	45%	12%	9%	-6%	-17%	0%	35%	12%	-15%	-4%		11%	
	12	2019	60	46	66	55	78	54	132	159	66	69	160	84	945	1029
		2022	58	70	90	96	75	127	104	148	117	104	237	102	1,226	1,328
HARRINGTON	9	2023	134	120	102	132	161	141	100	119	142	131	131		1,413	1,413
		% Change 19 to 23	123%	161%	55%	140%	106%	161%	-24%	-25%	115%	90%	-18%		50%	
		% Change 22 to 23	131%	71%	13%	38%	115%	11%	-4%	-20%	21%	26%	-45%		15%	
	60	2019	8274	6908	8698	8430	7549	7333	7714	7205	6286	6644	6548	5313	81,589	86902
		2022	979	1,824	2,767	2,578	2,544	3,586	3,788	4,120	2,910	3,126	3,986	2,465	32,208	34,673
INGERSOLL	51.5	2023	5,370	4,574	5,817	4,378	4,270	5,336	5,190	5,682	4,138	4,803	4,647		54,205	54,205
		% Change 19 to 23	-35%	-34%	-33%	-48%	-43%	-27%	-33%	-21%	-34%	-28%	-29%		-34%	
		% Change 22 to 23	449%	151%	110%	70%	68%	49%	37%	38%	42%	54%	17%		68%	

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Branch Attendance Statistics - October and November 2023

BRANCH	HOURS PER WEEK	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
	12	2019	466	408	515	489	510	438	551	557	445	662	465	379	5,506	5885
		2022	198	171	290	300	286	336	324	338	274	289	349	190	3,155	3,345
INNERKIP	12	2023	385	343	385	412	449	414	537	495	378	377	367		4,542	4,542
	% Change 19 to 23		-17%	-16%	-25%	-16%	-12%	-5%	-3%	-11%	-15%	-43%	-21%		-18%	
	% Change 22 to 23		94%	101%	33%	37%	57%	23%	66%	46%	38%	30%	5%		44%	
	12	2019	185	156	182	170	212	160	259	198	166	171	175	144	2,034	2178
		2022	91	54	76	98	116	145	159	136	119	120	122	95	1,236	1,331
MOUNT ELGIN	12	2023	140	109	127	119	125	122	186	218	114	122	177		1,559	1,559
	% Change 19 to 23		-24%	-30%	-30%	-30%	-41%	-24%	-28%	10%	-31%	-29%	1%		-23%	
	% Change 22 to 23		54%	102%	67%	21%	8%	-16%	17%	60%	-4%	2%	45%		26%	
	35	2019	1851	1674	1966	1687	1743	1762	2207	2137	2239	1939	2008	1431	21,213	22644
		2022	324	302	397	610	713	978	1,293	1,668	1,485	1,256	1,414	1,102	10,440	11,542
NORWICH	35	2023	1,456	1,289	1,869	1,307	1,464	1,842	1,752	1,713	1,448	1,487	1,616		17,243	17,243
	% Change 19 to 23		-21%	-23%	-5%	-23%	-16%	5%	-21%	-20%	-35%	-23%	-20%		-19%	
	% Change 22 to 23		349%	327%	371%	114%	105%	88%	35%	3%	-2%	18%	14%		65%	
	12	2019	336	314	364	337	342	369	473	545	400	404	326	276	4,210	4486
		2022	139	131	179	214	209	290	302	370	250	240	265	208	2,589	2,797
OTTERVILLE	12	2023	253	300	370	284	286	304	320	362	215	344	377		3,415	3,415
	% Change 19 to 23		-25%	-4%	2%	-16%	-16%	-18%	-32%	-34%	-46%	-15%	16%		-19%	
	% Change 22 to 23		82%	129%	107%	33%	37%	5%	6%	-2%	-14%	43%	42%		32%	
	25	2019	660	611	797	923	860	802	1127	902	789	939	790	629	7,471	9829
		2022	294	283	485	416	552	711	734	763	584	474	602	407	4,822	6,305
PLATTSVILLE	25	2023	555	585	700	700	615	724	590	878	668	783	815		7,613	7,613
	% Change 19 to 23		-16%	-4%	-12%	-24%	-28%	-10%	-48%	-3%	-15%	-17%	3%		2%	
	% Change 22 to 23		89%	107%	44%	68%	11%	2%	-20%	15%	14%	65%	35%		58%	

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Branch Attendance Statistics - October and November 2023

BRANCH	HOURS PER WEEK	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
	15	2019	323	273	408	450	417	438	603	422	391	477	401	286	4,603	4889
		2022	88	113	94	172	228	240	402	212	219	245	252	164	2,265	2,429
PRINCETON	15	2023	279	220	398	273	251	317	328	375	297	334	366		3,438	3,438
	% Change 19 to 23		-14%	-19%	-2%	-39%	-40%	-28%	-46%	-11%	-24%	-30%	-9%		-25%	
	% Change 22 to 23		217%	95%	323%	59%	10%	32%	-18%	77%	36%	36%	45%		52%	
	35	2019	1026	741	1083	940	1014	927	1300	1226	879	1079	918	757	11,133	11890
		2022	302	317	426	525	560	585	756	908	564	696	723	478	6,362	6840
TAVISTOCK	35	2023	679	629	937	665	699	820	860	971	541	733	770		8,304	8304
	% Change 19 to 23		-34%	-15%	-13%	-29%	-31%	-12%	-34%	-21%	-38%	-32%	-16%		-25%	
	% Change 22 to 23		125%	98%	120%	27%	25%	40%	14%	7%	-4%	5%	7%		31%	
	35	2019	882	717	913	902	993	750	1202	1246	814	1147	1041	787	10,607	11394
		2022	178	229	319	431	455	500	737	930	541	588	753	526	5,661	6,187
THAMESFORD	35	2023	672	593	796	713	908	732	1,196	1,227	672	937	808		9,254	9,254
	% Change 19 to 23		-24%	-17%	-13%	-21%	-9%	-2%	0%	-2%	-17%	-18%	-22%		-13%	
	% Change 22 to 23		278%	159%	150%	65%	100%	46%	62%	32%	24%	59%	7%		63%	
	59	2019	7866	6408	9328	8104	7759	7329	8650	8037	7227	10209	7430	5991	88,347	94338
		2022	2,323	2,725	3,736	3,686	3,373	4,022	4,571	5,258	3,980	4,328	4,664	3,378	42,666	46,044
TILLSONBURG	54	2023	4,934	4,480	6,702	5,383	5,642	5,687	7,453	8,058	6,396	7,269	7,478		69,482	69,482
	% Change 19 to 23		-37%	-30%	-28%	-34%	-27%	-22%	-14%	0%	-11%	-29%	1%		-21%	
	% Change 22 to 23		112%	64%	79%	46%	67%	41%	63%	53%	61%	68%	60%		63%	
	366	2019	22,659	18,931	25,103	23,229	22,148	21,140	25,198	23,531	20,468	24,729	21,017	16,570	248,153	264,723
TOTALS		2022	5,234	6,495	9,307	9,658	9,619	12,141	13,879	15,565	11,596	12,044	13,788	9,535	119,326	128,861
	335	2023	15,468	13,801	18,839	14,956	15,395	17,128	19,383	20,918	15,653	17,976	18,187		187,704	187,704
TOTAL Change 2019 to 2023			-31.7%	-27.1%	-25.0%	-35.6%	-30.5%	-19.0%	-23.1%	-11.1%	-23.5%	-27.3%	-13.5%		-24.4%	
TOTAL Change 2022 to 2023			195.5%	112.5%	102.4%	54.9%	60.0%	41.1%	39.7%	34.4%	35.0%	49.3%	31.9%		57.3%	

Computer Use - October and November 2023

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	Computers	2022	0	1	0	0	0	12	16	9	5	8	14	0	65	65
		2023	10	1	11	7	14	12	11	29	27	42	23		187	187
	Wireless	2022	12	7	10	19	25	20	59	63	47	39	29	58	330	388
		2023	24	17	18	17	21	18	11	15	16	15	6		178	178
	Totals 2022		12	8	10	19	25	32	75	72	52	47	43	58	395	453
	Totals 2023		34	18	29	24	35	30	22	44	43	57	29	0	365	365
	% Change		183%	125%	190%	26%	40%	-6%	-71%	-39%	-17%	21%	-33%		-8%	
BURGESSVILLE	Computers	2022	0	0	0	0	2	3	1	13	11	1	2	0	33	33
		2023	0	1	2	10	3	5	2	8	2	0	3		36	36
	Wireless	2022	38	14	19	30	42	44	32	31	34	18	14	12	316	328
		2023	13	25	25	21	30	64	29	19	26	13	9		274	274
	Totals 2022		38	14	19	30	44	47	33	44	45	19	16	12	349	361
	Totals 2023		13	26	27	31	33	69	31	27	28	13	12	0	310	310
	% Change		-66%	86%	42%	3%	-25%	47%	-6%	-39%	-38%	-32%	-25%		-11%	
EMBRO	Computers	2022	0	0	0	0	2	3	4	1	1	2	0	1	13	14
		2023	1	1	0	0	0	0	1	1	4	0	3		11	11
	Wireless	2022	53	49	61	120	72	71	285	45	69	75	95	32	995	1,027
		2023	30	31	49	39	68	59	318	39	107	129	176		1,045	1,045
	Totals 2022		53	49	61	120	74	74	289	46	70	77	95	33	1,008	1,041
	Totals 2023		31	32	49	39	68	59	319	40	111	129	179	0	1,056	1,056
	% Change		-42%	-35%	-20%	-68%	-8%	-20%	10%	-13%	59%	68%	88%		5%	
HARRINGTON	Computers	2022	0	0	0	0	0	0	0	1	0	0	0	0	1	1
		2023	0	0	0	2	0	0	0	0	0	0	0		2	2
	Wireless	2022	7	12	10	14	6	6	6	7	17	17	23	11	125	136
		2023	10	18	8	12	10	12	9	5	11	12	6		113	113
	Totals 2022		7	12	10	14	6	6	6	8	17	17	23	11	126	137
	Totals 2023		10	18	8	14	10	12	9	5	11	12	6	0	115	115
	% Change		43%	50%	-20%	0%	67%	100%	50%	-38%	-35%	-29%	-74%		-9%	
INGERSOLL	Computers	2022	33	180	224	207	169	220	251	226	227	231	255	238	2,223	2,461
		2023	272	222	332	332	318	268	295	331	301	265	343		3,279	3,279
	Wireless	2022	53	54	135	103	102	110	146	137	121	87	103	59	1,151	1,210
		2023	66	87	155	117	138	147	147	133	167	155	156		1,468	1,468
	Totals 2022		86	234	359	310	271	330	397	363	348	318	358	297	3,374	3,671
	Totals 2023		338	309	487	449	456	415	442	464	468	420	499		4,747	4,747
	% Change		293%	32%	36%	45%	68%	26%	11%	28%	34%	32%	39%		41%	

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Computer Use - October and November 2023

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
INNERKIP	Computers	2022	0	3	11	11	16	30	12	12	8	27	16	6	146	152
		2023	17	8	12	8	0	0	19	16	7	6	2		95	95
	Wireless	2022	37	32	19	22	56	41	68	21	8	23	30	31	357	388
		2023	10	11	22	14	54	43	6	11	23	15	77		286	286
	Totals 2022		37	35	30	33	72	71	80	33	16	50	46	37	503	540
	Totals 2023		27	19	34	22	54	43	25	27	30	21	79		381	381
	% Change		-27%	-46%	13%	-33%	-25%	-39%	-69%	-18%	88%	-58%	72%		-24%	
MOUNT ELGIN	Computers	2022	0	0	1	1	0	0	2	0	0	0	2	0	6	6
		2023	0	0	0	2	3	0	0	1	0	1	0		7	7
	Wireless	2022	11	0	33	45	81	85	36	22	40	53	48	53	454	507
		2023	34	28	46	18	54	25	24	23	35	56	61		404	404
	Totals 2022		11	0	34	46	81	85	38	22	40	53	50	53	460	513
	Totals 2023		34	28	46	20	57	25	24	24	35	57	61		411	411
	% Change		209%	2800%	35%	-57%	-30%	-71%	-37%	9%	-13%	8%	22%		-11%	
NORWICH	Computers	2022	0	0	3	32	42	31	34	183	214	142	210	136	891	1,027
		2023	158	138	215	130	176	220	259	260	213	197	210		2,176	2,176
	Wireless	2022	345	267	277	363	191	213	237	265	217	233	240	194	2,848	3,042
		2023	190	159	232	238	274	296	310	259	196	190	199		2,543	2,543
	Totals 2022		345	267	280	395	233	244	271	448	431	375	450	330	3,739	4,069
	Totals 2023		348	297	447	368	450	516	569	519	409	387	409		4,719	4,719
	% Change		1%	11%	60%	-7%	93%	111%	110%	16%	-5%	3%	-9%		26%	
OTTERVILLE	Computers	2022	0	6	10	6	9	6	12	19	15	10	11	9	104	113
		2023	15	10	14	13	7	21	13	21	6	19	22		161	161
	Wireless	2022	14	2	11	11	14	27	72	41	32	24	17	18	265	283
		2023	27	12	28	7	6	14	26	29	24	10	21		204	204
	Totals 2022		14	8	21	17	23	33	84	60	47	34	28	27	369	396
	Totals 2023		42	22	42	20	13	35	39	50	30	29	43	0	365	365
	% Change		200%	175%	100%	18%	-43%	6%	-54%	-17%	-36%	-15%	54%		-1%	
PLATTSVILLE	Computers	2022	1	9	15	10	10	4	13	4	3	7	6	7	82	89
		2023	13	15	15	13	9	3	11	19	11	22	16		147	147
	Wireless	2022	38	75	114	147	123	126	6	13	41	54	149	173	886	1,059
		2023	220	223	251	260	354	272	10	17	176	208	226		2,217	2,217
	Totals 2022		39	84	129	157	133	130	19	17	44	61	155	180	968	1,148
	Totals 2023		233	238	266	273	363	275	21	36	187	230	242	0	2,364	2,364
	% Change		497%	183%	106%	74%	173%	112%	11%	112%	325%	277%	56%		144%	

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Computer Use - October and November 2023

BRANCH		YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
PRINCETON	Computers	2022	0	2	0	13	7	17	16	10	7	9	7	3	88	91
		2023	9	14	10	7	13	2	3	3	9	9	3		82	82
	Wireless	2022	14	1	2	13	17	21	16	13	15	12	10	10	134	144
		2023	8	15	23	22	40	44	38	32	23	20	29		294	294
	Totals 2022		14	3	2	26	24	38	32	23	22	21	17	13	222	235
	Totals 2023		17	29	33	29	53	46	41	35	32	29	32	0	376	376
	% Change		21%	867%	1550%	12%	121%	21%	28%	52%	45%	38%	88%		69%	
TAVISTOCK	Computers	2022	0	1	5	5	8	5	8	16	21	13	16	9	98	107
		2023	16	21	25	15	20	16	20	45	12	46	34		270	270
	Wireless	2022	84	8	13	11	24	31	24	22	25	27	22	31	291	322
		2023	14	16	20	32	20	19	15	28	16	20	24		224	224
	Totals 2022		84	9	18	16	32	36	32	38	46	40	38	40	389	429
	Totals 2023		30	37	45	47	40	35	35	73	28	66	58	0	494	494
	% Change		-64%	311%	150%	194%	25%	-3%	9%	92%	-39%	65%	53%		27%	
THAMESFORD	Computers	2022	1	7	11	10	14	14	11	17	15	19	17	18	136	154
		2023	13	17	18	26	24	22	16	13	8	19	29		205	205
	Wireless	2022	37	16	14	26	24	71	107	40	56	63	73	56	527	583
		2023	47	92	65	57	59	43	49	49	49	38	49		597	597
	Totals 2022		38	23	25	36	38	85	118	57	71	82	90	74	663	737
	Totals 2023		60	109	83	83	83	65	65	62	57	57	78	0	802	802
	% Change		58%	374%	232%	131%	118%	-24%	-45%	9%	-20%	-30%	-13%		21%	
TILLSONBURG	Computers	2022	150	251	267	327	350	321	417	496	408	419	390	249	3,796	4,045
		2023	331	338	476	372	447	388	387	430	402	431	516		4,518	4,518
	Wireless	2022	338	126	652	1,010	863	913	1,143	1,087	895	707	900	550	8,634	9,184
		2023	770	676	1,156	352	357	325	391	394	387	473	483		5,764	5,764
	Totals 2022		488	377	919	1,337	1,213	1,234	1,560	1,583	1,303	1,126	1,290	799	12,430	13,229
	Totals 2023		1,101	1,014	1,632	724	804	713	778	824	789	904	999	0	10,282	10,282
	% Change		126%	169%	78%	-46%	-34%	-42%	-50%	-48%	-39%	-20%	-23%		-17%	
TOTAL COMPUTER USAGE		2022	1,266	1,123	1,917	2,556	2,269	2,445	3,034	2,814	2,552	2,320	2,699	1,964	19,976	26,959
		2023	2,318	2,196	3,228	2,143	2,519	2,338	2,420	2,230	2,258	2,411	2,726		21,650	26,787
% Change 2022 to 2023			83.1%	95.5%	68.4%	-16.2%	11.0%	-4.4%	-20.2%	-20.8%	-11.5%	3.9%	1.0%		8.4%	

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Digital Circulation - October and November 2023

	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTALS
Digital TV & Movies	2022	726	644	669	636	561	575	655	641	513	619	766	817	**7,005**	**7,822**
	2023	792	706	673	655	643	658	680	758	843	901	907		**8,216**	**8,216**
% Change - Digital TV & Movies		9%	10%	1%	3%	15%	14%	4%	18%	64%	46%	18%		17%	
Digital Magazines and Newspapers	2022	2,253	1,325	1,448	1,369	1,692	1,477	1,662	1,627	1,822	2,239	3,051	3,080	**19,965**	**23,045**
	2023	3,587	2,650	3,663	3,306	2,744	3,119	2,967	3,053	3,277	3,707	4,133		**36,206**	**36,206**
% Change - Digital Magazines & Newspapers		59%	100%	153%	141%	62%	111%	79%	88%	80%	66%	35%		81%	
Tumble Books	2022	248	143	162	145	117	138	39	40	10	38	100	57	**1,180**	**1,237**
	2023	92	66	73	79	62	92	25	31	86	205	224		**1,035**	**1,035**
% Change - Tumble Books		-63%	-54%	-55%	-46%	-47%	-33%	-36%	-23%	760%	439%	124%		-12%	
Digital Music	2022	1,564	1,724	2,837	1,596	2,291	2,430	1,239	1,460	1,605	1,236	1,498	1,965	**19,480**	**21,445**
	2023	2,769	2,346	1,418	1,455	1,389	1,366	1,573	1,465	1,573	1,686	2,696		**19,736**	**19,736**
% Change - Digital Music		77%	36%	-50%	-9%	-39%	-44%	27%	0%	-2%	36%	80%		1%	
Digital Audiobooks	2022	6,176	5,522	6,153	3,385	3,430	3,424	3,571	3,842	3,536	3,523	3,652	3,565	**46,214**	**49,779**
	2023	3,973	3,646	4,133	4,001	4,221	3,812	4,030	4,557	4,228	4,485	4,423		**45,509**	**45,509**
% Change - Digital Audiobooks		-36%	-34%	-33%	18%	23%	11%	13%	19%	20%	27%	21%		-2%	
Digital ebooks	2022	6,996	6,315	6,686	6,500	6,464	6,258	6,683	6,827	5,893	6,317	6,055	6,137	**70,994**	**77,131**
	2023	6,885	6,489	6,865	6,489	6,437	6,318	7,065	7,181	6,648	7,000	6,390		**73,767**	**73,767**
% Change - eBooks		-2%	3%	3%	0%	0%	1%	6%	5%	13%	11%	6%		4%	
TOTAL Digital Circulation	2022	17,963	15,673	17,955	13,631	14,555	14,302	13,849	14,437	13,379	13,972	15,122	15,621	**164,838**	**180,459**
	2023	18,098	15,903	16,825	15,985	15,496	15,365	16,340	17,045	16,655	17,984	18,773		**184,469**	**184,469**
% Change - Digital Circulation		1%	1%	-6%	17%	6%	7%	18%	18%	24%	29%	24%		12%	

Definitions:

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

Digital Magazines and Newspapers include the following: Overdrive Magazines, Zinio (Jan 2021 to April 2021), Press Reader

Digital Music includes the following: Freegal, Hoopla Music

Digital Audiobooks includes the following: Hoopla Audiobooks, Overdrive Audiobooks, Axis 360 Audiobooks

Digtal eBooks includes the following: Freading, Hoopla Comics, Hoopla eBooks, Overdrive eBooks, Axis 360 eBooks

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Physical Circulation - October and November 2023

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
BROWNSVILLE	2019	197	156	326	240	189	235	252	254	199	258	240	195	2546	2,741
	2022	234	123	161	288	296	340	388	255	234	177	315	190	2,811	3,001
	2023	257	123	196	186	202	195	249	187	191	291	240		2,317	
% Change 2019 to 2023		30%	-21%	-40%	-23%	7%	-17%	-1%	-26%	-4%	13%	0%		-9%	
% Change 2022 to 2023		10%	0%	22%	-35%	-32%	-43%	-36%	-27%	-18%	64%	-24%		-18%	
BURGESSVILLE	2019	1,805	1,504	1,715	1,685	1,482	1,454	1,731	1,759	1,666	1,755	1,657	1,030	18,213	19,243
	2022	2,070	1,658	2,665	2,746	2,101	2,212	2,551	3,105	2,484	2,213	2,068	1,585	25,873	27,458
	2023	2,176	1,958	2,185	1,918	1,626	2,414	2,809	2,423	1,887	1,708	1,898		23,002	
% Change 2019 to 2023		21%	30%	27%	14%	10%	66%	62%	38%	13%	-3%	15%		26%	
% Change 2022 to 2023		5%	18%	-18%	-30%	-23%	9%	10%	-22%	-24%	-23%	-8%		-11%	
EMBRO	2019	664	566	605	623	611	577	614	640	510	628	542	470	6,580	7,050
	2022	575	591	761	750	673	733	793	887	676	733	723	690	7,895	8,585
	2023	710	707	760	650	730	665	913	921	820	573	672		8,121	
% Change 2019 to 2023		7%	25%	26%	4%	19%	15%	49%	44%	61%	-9%	24%		23%	
% Change 2022 to 2023		23%	20%	0%	-13%	8%	-9%	15%	4%	21%	-22%	-7%		3%	
HARRINGTON	2019	204	119	241	145	172	214	383	247	197	182	257	286	2,361	2,647
	2022	419	492	733	650	645	594	697	683	651	729	674	709	6,967	7,676
	2023	648	571	584	588	689	703	617	449	625	477	593		6,544	
% Change 2019 to 2023		218%	380%	142%	306%	301%	229%	61%	82%	217%	162%	131%		177%	
% Change 2022 to 2023		55%	16%	-20%	-10%	7%	18%	-11%	-34%	-4%	-35%	-12%		-6%	
INGERSOLL	2019	10,247	8,563	10,320	8,815	8,713	8,591	12,338	11,258	9,006	9,265	8,936	7,910	106,052	113,962
	2022	6,167	6,963	9,840	8,982	8,262	9,227	11,559	12,616	9,370	9,109	9,557	7,748	101,652	109,400
	2023	10,191	8,887	10,956	10,355	10,394	10,529	12,343	12,607	10,579	10,596	10,138		117,575	
% Change 2019 to 2023		-1%	4%	6%	17%	19%	23%	0%	12%	17%	14%	13%		11%	
% Change 2022 to 2023		65%	28%	11%	15%	26%	14%	7%	0%	13%	16%	6%		16%	
INNERKIP	2019	1,632	1,269	1,600	1,699	1,443	1,613	1,649	1,576	1,222	1,618	1,407	1,165	16,728	17,893
	2022	1,164	1,293	1,804	1,546	1,485	1,206	1,392	1,477	1,310	1,210	1,306	966	15,193	16,159
	2023	1,420	1,227	1,356	1,350	1,455	1,295	1,387	1,481	1,242	1,128	1,057		14,398	
% Change 2019 to 2023		-13%	-3%	-15%	-21%	1%	-20%	-16%	-6%	2%	-30%	-25%		-14%	
% Change 2022 to 2023		22%	-5%	-25%	-13%	-2%	7%	0%	0%	-5%	-7%	-19%		-5%	

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Physical Circulation - October and November 2023

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
MOUNT ELGIN	2019	654	642	801	770	927	698	864	887	759	691	718	612	8,411	9,023
	2022	785	873	768	839	676	823	815	929	823	721	820	398	8,872	9,270
	2023	806	628	902	655	809	792	822	974	759	967	855		8,969	
% Change 2019 to 2023		23%	-2%	13%	-15%	-13%	13%	-5%	10%	0%	40%	19%		7%	
% Change 2022 to 2023		3%	-28%	17%	-22%	20%	-4%	1%	5%	-8%	34%	4%		1%	
NORWICH	2019	5,380	4,657	4,906	4,179	4,387	4,508	5,649	5,421	4,237	4,970	5,132	4,023	53,426	57,449
	2022	3,418	2,812	2,924	3,719	4,057	4,382	6,034	6,594	4,984	5,130	4,713	3,842	48,767	52,609
	2023	5,262	3,993	5,053	3,814	3,593	3,789	4,553	4,584	3,748	3,691	3,631		45,711	
% Change 2019 to 2023		-2%	-14%	3%	-9%	-18%	-16%	-19%	-15%	-12%	-26%	-29%		-14%	
% Change 2022 to 2023		54%	42%	73%	3%	-11%	-14%	-25%	-30%	-25%	-28%	-23%		-6%	
OTTERVILLE	2019	955	973	890	981	805	1,241	1,535	1,430	1,176	1,170	1,160	847	12,316	13,163
	2022	1,097	957	1,730	1,468	1,233	1,593	1,898	1,957	1,339	1,149	1,139	1,403	15,560	16,963
	2023	1,280	1,436	1,453	1,355	1,302	1,279	1,516	1,511	1,272	1,249	1,507		15,160	
% Change 2019 to 2023		34%	48%	63%	38%	62%	3%	-1%	6%	8%	7%	30%		23%	
% Change 2022 to 2023		17%	50%	-16%	-8%	6%	-20%	-20%	-23%	-5%	9%	32%		-3%	
Ox on the Run	2023						96	150	203	107	96	49		701	
PLATTSVILLE	2019	1,293	1,164	1,210	1,498	1,366	1,213	1,555	1,399	1,266	1,381	1,260	991	14,605	15,596
	2022	1,466	1,392	2,028	1,978	1,910	1,952	2,562	2,718	1,987	1,981	1,967	1,562	21,941	23,503
	2023	2,049	1,914	2,114	1,877	1,863	1,769	2,146	2,515	1,926	1,774	1,583		21,530	
% Change 2019 to 2023		58%	64%	75%	25%	36%	46%	38%	80%	52%	28%	26%		47%	
% Change 2022 to 2023		40%	38%	4%	-5%	-2%	-9%	-16%	-7%	-3%	-10%	-20%		-2%	
PRINCETON	2019	623	686	746	802	760	667	898	791	637	606	508	488	7,724	8,212
	2022	742	872	1,125	1,204	1,034	886	926	1,107	1,134	1,040	1,182	1,219	11,252	12,471
	2023	1,205	1,121	1,434	1,336	1,270	1,244	1,251	1,353	1,265	1,272	1,235		13,986	
% Change 2019 to 2023		93%	63%	92%	67%	67%	87%	39%	71%	99%	110%	143%		81%	
% Change 2022 to 2023		62%	29%	27%	11%	23%	40%	35%	22%	12%	22%	4%		24%	
TAVISTOCK	2019	1,517	1,339	1,689	1,768	1,686	1,794	2,390	2,395	1,750	1,833	1,679	1,243	19,840	21,083
	2022	1,654	1,720	2,189	2,364	2,382	2,104	2,522	2,958	2,327	2,371	2,376	1,764	24,967	26,731
	2023	2,570	2,152	3,010	2,335	2,145	2,381	2,602	3,025	2,107	2,192	2,113		26,632	
% Change 2019 to 2023		69%	61%	78%	32%	27%	33%	9%	26%	20%	20%	26%		34%	
% Change 2022 to 2023		55%	25%	38%	-1%	-10%	13%	3%	2%	-9%	-8%	-11%		7%	

Oxford County Library
connect. discover. share. become.

Physical Circulation - October and November 2023

BRANCH	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	TOTAL
THAMESFORD	2019	1,393	1,190	1,363	1,278	1,159	1,146	1,551	1,498	1,239	1,511	1,622	957	14,950	15,907
	2022	963	1,257	1,540	1,646	1,706	1,705	2,296	2,527	2,199	1,869	1,802	1,734	19,510	21,244
	2023	1,980	1,587	1,779	1,850	1,820	1,765	2,523	2,354	1,909	1,793	1,799		21,159	
% Change 2019 to 2023		42%	33%	31%	45%	57%	54%	63%	57%	54%	19%	11%		42%	
% Change 2022 to 2023		106%	26%	16%	12%	7%	4%	10%	-7%	-13%	-4%	0%		8%	
TILLSONBURG	2019	9,678	8,280	9,222	8,478	8,068	7,931	10,393	9,503	7,474	8,248	7,717	6,891	94,992	101,883
	2022	6,263	6,371	7,713	7,836	7,143	7,188	8,147	8,836	7,094	7,578	7,201	6,262	81,370	87,632
	2023	7,588	6,830	8,236	7,236	6,518	6,707	7,994	7,879	7,024	6,693	6,851		79,556	
% Change 2019 to 2023		-22%	-18%	-11%	-15%	-19%	-15%	-23%	-17%	-6%	-19%	-11%		-16%	
% Change 2022 to 2023		21%	7%	7%	-8%	-9%	-7%	-2%	-11%	-1%	-12%	-5%		-2%	
TOTALS:	2019	36,242	31,108	35,634	32,961	31,768	31,882	41,802	39,058	31,338	34,116	32,835	27,108	378,744	405,852
	2022	27,017	27,374	35,981	36,016	33,603	34,945	42,580	46,649	36,612	36,010	35,843	30,072	392,630	422,702
	2023	38,142	33,134	40,018	35,505	34,416	35,623	41,875	42,466	35,461	34,500	34,221	30,000	405,361	435,361
Change 2019 to 2023		5.2%	6.5%	12.3%	7.7%	8.3%	11.7%	0.2%	8.7%	13.2%	1.1%	4.2%		7.0%	7.3%
Change 2022 to 2023		41%	21%	11%	-1%	2%	2%	-2%	-9%	-3%	-4%	-5%		3%	3%

To: **Oxford County Library Board**

From: **CEO/Chief Librarian**

CEO Performance Appraisal Goals and Objectives

RECOMMENDATION

1. **That the Library Board receives Report 2023-44, CEO Performance Appraisal Goals and Objectives, and approves the CEO/Chief Librarian's 2024 goals and objectives as set out herein.**

REPORT HIGHLIGHTS

*   To inform the Library Board of the 2024 Goals and Objectives established for the CEO/Chief Librarian as part of the annual performance appraisal process.

Implementation Points

Work on the presented Key Objectives will begin in January 2024. Updates on said objectives will be provided to the Board on an ongoing basis throughout 2024.

Financial Impact

There is no financial impact beyond what has already been approved in the 2024 Business and Budget Plan.

Communications

The 2024 CEO/Chief Librarian's Goals and Objectives will be included in a Strategic Initiatives Document. With approval of that document by the Library Board at the January 2024 meeting, the document will be posted on the Library's website.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

As part of the 2023 Performance Appraisal for the CEO/Chief Librarian, the following 2024 Key Objectives were brought forward:

Key Objective	Description	Strategic Alignment
Library Technology Review	Engage a Technology Consultant to work with Library staff and County IS & IT teams to develop a future focused roadmap for library technology needs.	2.3 – Plan and Implement the Expansion of non-traditional services to include more digital resources, access to technology and unique collections. 3.2 – Expand the availability of self-service options and introduce more technology to increase access.
Library Facilities Plan	Develop a Library Facilities Plan (LFP) to inform Oxford County Library and its existing partners of how much library space is required to meet community needs to the year 2034.	1.1 – Develop and implement long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.

Rural Branch Customer Engagement	Engage residents in catchment areas of Village and Regional Branches through surveys, mailings and focus groups to better serve the communities through review of operating hours, programming opportunities, and collections.	2.2 – Develop and implement a Patron Management and Growth Plan to increase usership and community engagement with library programs, services and spaces.

Comments

Each of the Key Objectives included in the 2023 Performance Appraisal for the 2024 review period are part of the overall Library Business and Budget Plan that will require the CEO/Chief Librarian to play a significant role to complete.

The Library Technology Review will begin in Q1 with a Request for Proposal (RFP) to find a suitable consultant to work with the Library and County Technology teams. Staff will work to complete the review and bring a final document to the Library Board by the end of Q2 / beginning of Q3. This timeline, while tight, will provide the Library Board and staff teams enough time to look at what portions of the plan can be embedded in the 2025 Library Business and Budget Plan.

The Library Facilities Plan will likely begin just as the Technology Plan is nearly complete. The RFP for this project is likely to be ready in Q2 with an anticipated selection of a consultant by Q3. Work on the project likely will not be completed in 2024 as the project will need to include review of all current branches, as well as consultation with County Planning and Public Works teams and the 7 Area Municipalities and other stakeholders.

The Rural Branch Customer Engagement objective will be planned out in January and February of 2024 based on the approved 2024 Library Budget by County Council. The CEO/Chief Librarian will work with the Deputy Chief Librarian, Rural Community Librarians and Ox on the Run staff to engage the residents of Oxford's rural communities to review operating hours program offerings and opportunities and collections. The engagement plan will look to highlight current offerings, while seeking input in how Village and Regional Branches could adjust their programs, collections and services to meet current demands. The feedback received from the engagement process will be used for current planning, as well as future budget planning.

Conclusions

Through the performance appraisal process, the CEO/Chief Librarian would like to thank the Board Committee members and the Director of Corporate Services for their thoughtful observations and feedback.

Looking forward, the key objectives identified in this report will help the Library continue toward the goal to connect, discover, share, and become.

SIGNATURE

Departmental Approval:

Original signed by

_____

Lynn Buchner
Director of Corporate Services

Original signed by

_____

Lisa Marie Williams
CEO/Chief Librarian

To: **Oxford County Library Board**

From: **CEO/Chief Librarian**

Oxford County Library Strategic Plan – Final Text

RECOMMENDATIONS

1. **That the Library Board receives Report 2023-45, Oxford County Library Strategic Plan – Final Text, and approves the final text revisions as described herein;**

2. **And further, that the Library Board directs staff to work with Strategic Communications for the design phase of the final Strategic Plan document and Strategic Plan At-a-Glance page.**

REPORT HIGHLIGHTS

- Library staff have reviewed the final text sent by StrategyCorp, Inc. and adjusted based on suggestions made by members of the Library Board.

- Changes to the layout and design of the document will be reviewed and implemented for the final document in the new year for Library Board approval.

Implementation Points

Upon approval of the text for the Strategic Plan, Library staff will begin to look to the work of design of the final document for upcoming meetings.

Financial Impact

There are no financial impacts beyond what has already been approved in the 2023 or 2024 operating budgets.

Communications

Pursuant to Library Board approval, staff will begin work on the final document design with the assistance of Oxford County Strategic Communications team. All final design documents will be brought forward in 2024 for final approval.

Strategic Plan (2020-2022)

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

DISCUSSION

Background

In early 2023, the Library Board began working with StrategyCorp, Inc. on the 2023-2028 Library Strategic Plan.

At the August 9, 2023 Library Board Meeting, StrategyCorp presented the Draft Strategic Plan Framework for discussion. During said meeting, Resolution 3, "Resolved to keep Vision Statement as is: Connect, Discover, Share, and Become" was carried.

In October, StrategyCorp provided a draft of the Strategic Plan document for staff to review. Changes were made in alignment to discussions with the Library CEO/Chief Librarian. A final draft was then sent to members of the Library Board in anticipation of a presentation expected at the November 21, 2023 meeting.

After receiving some requests for larger changes to the text, Library staff pulled the presentation by StrategyCorp from the agenda so that the text could be reviewed more in depth. The Library CEO/Chief Librarian reported to the Board at the November meeting that the text would be reworked slightly and presented to the Board at the next meeting for a fulsome review before pagination and graphic design work would resume with the help of Oxford County Strategic Communication.

Comments

Attachment 1 was prepared by Library staff from the work of StrategyCorp, Inc. and provides the final draft text for review and approval by the Library Board.

Attachment 2, StrategyCorp's Final Draft, provides the full layout and text as created by StrategyCorp, Inc.

Text changes made in Attachment 1 are detailed below.

Section 1 (Our New Strategic Plan) has been edited from the work of StrategyCorp to better fit the style of Board Chair, Julia Harris and CEO/Chief Librarian, Lisa Marie Williams. Edits also encompass changes suggested by other Board members.

Section 2 (OCL's Commitment to Truth and Reconciliation) includes some minor edits to language for clarity.

Section 3 Staff have removed the suggested Library Profile and Community Profile sections of the document formerly provided by StrategyCorp. Some of the Library Profile text has been

incorporated into suggested Section 3 (We are Oxford County Library). Library staff have also removed "Building on Recent Success" section on page 7 of Attachment 2. These sections were removed or worked into other areas to make the document less "wordy" and to provide potentially better pagination that would highlight the plan further.

Section 4 (Our Strategy Reflects Broad Perspectives) has been edited to remove some superfluous language. Other changes are minor grammatical differences from the original text.

Sections 5 (Mission) and **6** (Vision) have been split for potential pagination and impact.

Section 7 (Our Values) has been edited to remove all statements under the definitions, such as "This is our commitment."

Staff have cut the text and section on page 11 of Attachment 2 from the final text draft after determining that the section did not bring extra value to the document. This is also in keeping with the design of the Oxford County Strategic Plan that goes straight to the individual pillars for the County Strategic Plan.

Going forward to each specific goal, the numbering of the objectives under each goal has been changed to correspond to the County's numbering style choice for better alignment.

Section 8 (Goal 1: Sustain Service Excellence) includes some slight changes to objective 3 for better clarity.

Section 9 (Goal 2: Grow Engagement and Member Relationships) includes no significant changes.

Section 10 (Goal 3: Innovate Access to Service) includes no significant changes.

Section 11 (The Path Forward) has been significantly changed from the text in Attachment 2.

Conclusions

Library staff have worked to capture what they feel was the spirit of the language created by StrategyCorp, while also making edits that improve the succinctness of the document.

SIGNATURE

Departmental Approval:

Original Signed by
_____

Lisa Marie Williams
CEO/Chief Librarian

ATTACHMENTS

Attachment 1 – Oxford County Library Strategic Plan – Final Text
Attachment 2 – StrategyCorp, Final Draft of the Oxford County Library Strategic Plan

Oxford County Library Strategic Plan
Text for Final Document
Pagination and design to follow

1. **Our New Strategic Plan – Message from the Board Chair and CEO/Chief Librarian**

Oxford County Library (OCL) recognizes that community needs are constantly changing in response to new technology, new desires and new ways of life. As such, libraries must adapt by embracing change through new and dynamic programming and collections, along with reimagined library spaces.

This Strategic Plan has been collaboratively built with input from the community, library partners, staff and board members. The plan is a blueprint for adapting to the changing needs and expectations of library customers. In putting this plan together, we dedicated hours of time with our partner organizations, library staff and community members from around the county. We would like to extend our thanks to everyone who took the time to share their ideas with us.

Oxford County Library's Strategic Plan is not just a vision for the future; it is a call to action. It is an invitation for You to join us on this exciting journey. Together, we can explore new ways of providing services to ensure that OCL empowers, educates and inspires generations to come.

With excitement,

Julia Harris   Lisa Marie Williams
Chair,   CEO / Chief Librarian
Oxford County Library Board   Oxford County Library

2. **OCL's Commitment to Truth and Reconciliation**

Oxford County Library seeks to provide welcoming and inclusive spaces, services and collections to Indigenous Peoples. The Library will be mindful of the needs of Indigenous communities and individuals with respect to the goal of reconciliation when writing policies, developing procedures and planning programs and services.

The Library recognizes the unique knowledge, teachings, languages and cultures that have always existed on Turtle Island and the debt that Canadian settlers have to Indigenous Peoples. We express our gratitude to Indigenous Peoples as fellow knowledge keepers and storytellers; and we commit to do the work involved in reconciliation.

Oxford County Library will seek to implement practices and policies that lead to understanding and inclusion. By doing so, the Library aims to show respect to Indigenous Peoples and their cultural protocols. The Library strives to decolonize library collections and services and to further the goal of reconciliation as outlined in the Truth and Reconciliation Commission's Calls to Action.

The Library reviews the Indigenous Awareness and Reconciliation Statement, including the Land Acknowledgment each year. For more information, please visit our Library's [Discover Diverse Perspectives](#) webpage.

3. **We Are Oxford County Library**

Oxford County Library serves seven of the Area Municipalities that make-up Oxford County by providing access to reading, culture, technology, trusted information and creative learning opportunities. A welcoming space at the heart of our communities, OCL Branches encourage connection, supports wellbeing and fosters a love for reading.

As a community-focused 14-branch library system, Oxford County Library caters to the diverse needs and interests of the County's residents by offering a wide range of services and programs.

4. **Our Strategy Reflects Broad Perspectives**

This Strategic Plan has been informed by a comprehensive process of research, collaboration, and staff and stakeholder engagement. A literature review, a scan of policy and context, independent deliberative research with users and non-users, and a series of staff and stakeholder workshops have helped to shape the aims and identify the key priorities that will see Oxford County Library thrive over the next five years.

Mapping the strategy against local priorities allows Oxford County Library's service to create and deliver innovative library service plans that are responsive to local needs.

Our Vision establishes our long-term direction. Our mission and Values outline what we believe and why we exist. The Strategic Plan identifies our areas of focus for the next five years, aligning with community needs and areas where we can deliver value.

2 – Strategy planning sessions were held with the Library Board
1 – Focus group session with the Library's leadership team
2 – Focus group sessions held with community partners and agencies
735 – Responses from the online survey
2 – Community pop-up events
20 – Interviews conducted with Library Board Members and key staff

5. **Our Mission**

Promote and provide the community with universal access to information, ideas and engaging experiences in welcoming spaces.

6. **Our Vision**

Connect, discover, share, and become.

7. **Our Values**

We Believe In:
- Integrity – We take pride in our stewardship of resources, acting with professionalism and contributing to the greater good of our communities and residents.

- Intellectual Freedom – We actively support each person's freedom of expression and pursuit of their own interests through access to trusted, high-quality information and resources.
- Universal Access – We foster inclusive and equitable access to library services, programs and resources.
- Belonging – We provide a welcoming, friendly and inclusive environment where customers feel they belong.
- Responsiveness – We care about what we do and who we serve by listening and tailoring each library branch to local needs.

8. Goal 1: Sustain Service Excellence

Enable and empowering and collaborative work environment for our staff and enhance our facilities to continue to deliver outstanding working and visiting experiences.
Strategies:
1.1 Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.
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.
1.3 Develop and implement a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain OCL service excellence.

9. Goal 2: Grow Engagement and Member Relationships

Increase resident awareness of OCL's programs and services, increase the number of cardholders, and deepen relationships with existing and new members.
Strategies:
2.1 Create and implement a Communications Strategy to build OCL's brand awareness and service offerings in the community.
2.2 Develop and implement a Patron Management and Growth Plan to increase usership and community engagement with library programs, services and spaces.
2.3 Plan and Implement the expansion of non-traditional services to include more digital resources, access to technology and unique collections.

10. Goal 3: Innovate Access to Service

Purposefully innovate programs and services to enhance access, drive engagement, and improve members' experiences.
Strategies:
3.1 Plan, design, and implement a Programs and Services Accessibility Strategy to make OCL inclusive and accessible to all residents.
3.2 Expand the availability of self-service options and introduce more technology to increase access.
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.

11. The Path Forward

Oxford County Library's 2023-2028 Strategic Plan is designed to ignite a sense of excitement and inspiration within our community.

In order to ensure the success of the plan, Library staff will align the yearly Business and Budget Plan with a Strategic Initiatives Report that outlines the projects to be undertaken in the year, as well as the outcomes and timelines for completion of the projects. Strategic performance will be monitored by the Library Board through regular staff reports, including quarterly and annual reporting of key performance indicators.

As we look to the future of Oxford County Library, we are committed to collaboration with our customers, partners and communities. Together we will connect, discover, share, and become a vibrant hub of knowledge, creativity, and growth for all.

Oxford County Library

*connect. discover. share. **become.***

STRATEGIC PLAN

2023-2028

Our New Strategic Plan
Message from Board Chair and CEO

Community needs are constantly changing in response to new technology, new desires and new ways of life, and libraries must adapt. Embracing these changes requires commitment and creativity. For decades, Oxford County Library has demonstrated this capacity with new and dynamic programming, reimagined spaces and changing collections.

This Strategic Plan has been collaboratively built with input from the community, library staff, and board members and serves as our blueprint for adapting to the changing needs and expectations of our customers. Our new Strategic Plan reflects countless hours of collaboration, research and passionate discussions with our staff, partners, and the community that have shaped our aspirations for the future ensuring alignment with the expectations of our community. Developing this Strategic Plan has rallied our community around a common vision and will enable us to continue to deliver excellent services to the County.

Oxford County Library's Strategic Plan is not just a vision for the future; it is a call to action. It is an invitation for YOU to join us on this exciting journey. Together, we can explore new ways of providing services to ensure Oxford County Library empowers, educates, and inspires generations to come.

With excitement,

Julia Harris
Chair, Oxford County
Library Board of Directors

Lisa Marie Wiliams
Chief Executive Officer,
Oxford County Library

OCL's Commitment to Truth and Reconciliation

Oxford County Library seeks to provide welcoming and inclusive spaces, services and collections to Indigenous peoples. The library will be mindful of Indigenous communities, individuals and the goal of reconciliation when writing policies, developing procedures and planning programs and services.

The Library recognizes the unique knowledge, teachings, languages and cultures that have always existed on Turtle Island and the debt that Canadian settlers have to Indigenous Peoples. We wish to express our gratitude to Indigenous Peoples as fellow knowledge keepers and storytellers as well as our commitment to do the work involved in reconciliation.

Oxford County Library will seek to implement practices and policies that lead to understanding and inclusion. By doing so, the library aims to show respect to Indigenous Peoples and their cultural protocols. The library strives to decolonize library collections and services and to further the goal of reconciliation as outlined in the Truth and Reconciliation Commission.

Each year, the Library reviews the Indigenous Awareness and Reconciliation Statement, including the Land Acknowledgment included within.

For more information on Diverse Perspectives, including that of Indigenous Peoples of Canada, please visit: https://www.ocl.net/en/library/discover_diverse_perspectives.aspx

3

WE ARE OXFORD COUNTY LIBRARY

Oxford County Library serves 7 of Oxford County's townships and towns, providing access to reading, culture, technology, trusted information, and creative learning opportunities. A safe space at the heart of communities, they encourage connections, support wellbeing, and are a welcoming space for all.

LOCATIONS

1. Brownsville
2. Burgessville
3. Embro
4. Harrington
5. Ingersoll
6. Innerkip
7. Mount Elgin
8. Norwich
9. Otterville
10. Plattsville
11. Princeton
12. Tavistock
13. Thamesford
14. Tillsonburg
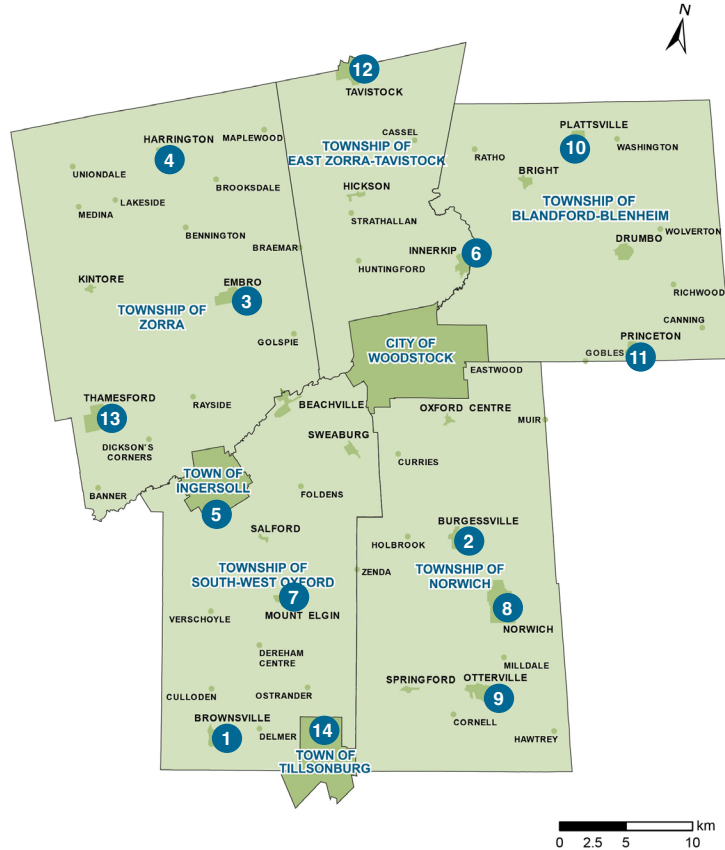
Community Profile

Oxford County, situated in the heart of southwestern Ontario, is a remarkable tapestry of communities that thrive on a foundation of agriculture, manufacturing, and recreation. The County's landscape is shaped by the urban-industrial corridor along Highway 401, which houses more than half of the County's population. The County's strategic location, well-developed infrastructure, and skilled workforce have attracted businesses seeking growth and innovation, contributing to the County's economic vitality. As this vitality continues, more diverse populations will continue to be attracted to the area, shaping the future needs and priorities of the Couty.

In 2021, the census population for Oxford County had grown more than 9.9% over 2016. This dynamic growth underscores the County's appeal as a place to live and prosper. With the continued growth projected for the community, Oxford's libraries will play an increasingly important role in meeting the evolving needs of the growing population.

Library Profile

Oxford County Library is community-focused 14-branch library system operating across seven of Oxford County's eight vibrant municipalities (excluding Woodstock) and it services a population of over 80,000 people. It offers a wide range of services and programs to cater to the diverse needs and interests of the community. Oxford County Library is a dynamic and integral part of the community, dedicated to connecting people, fostering a love for reading and learning, and enriching the lives of its residents.

BUILDING ON RECENT SUCCESS

Over the past few years, the library has been diligently focused on improving the experience for our customers and increasing their access to our services and materials. The following are some highlights of the work we have accomplished and that we will continue to build on through this next strategic plan.

Introduction of Fine-Free Borrowing

We understand that our customers rely on our services and making those services accessible, both physically and financially, it of the utmost importance. That is why, in 2018, we removed all overdue fines with the goal of removing any financial barriers for people and families who want to borrow our materials.

Launch of Ox on the Run

With a growing community, large service area, and busy customers, we recognized the need to make the library a more convenient place to visit. That is why we launched our bookmobile, Ox on the Run, in This is why we launched our bookmobile, Ox on the Run, as a full-year pilot in 2023. This mobile project brings library programs and services on the road and directly to the residents of Oxford County at playgrounds, parks, and community events all year long! It provides access to Wi-Fi, help with library resources, library card registration, story time sessions, crafts, and other activities for all ages. Our goals are to expand access throughout Oxford, and connect county residents to our services and programs. Look for our friendly staff, and our mascot Ollie the Ox, all across Oxford County.

Expansion of Non-Traditional Library Collection

In addition to increasing accessibility, the library has also been focused on understanding and meeting the expanding needs of our customers. We have further expanded our library collections to include non-traditional materials such as our Kitchen Library, Family Maker Kits, hiking supplies, CO_2 monitors, and more.

Our Strategy Reflects Broad Perspectives

This Strategic Plan has been informed by a comprehensive process of research, collaboration, and staff and stakeholder engagement. A literature review; a scan of policy and context; independent deliberative research with users and non-users; and a series of staff and stakeholder workshops have all helped to shape the aims and identify the key priorities that will see Oxford County Library thrive over the five years of the strategy.

Participants included over 750 voices representing a diversity of perspectives; all questions, feedback, and concerns were welcomed during engagement events.

734 Responses from online survey

2 Community Pop-Ups

20 Interviews conducted with Board Members and staff

2 Strategy Planning Sessions were held with the Library Board

1 Focus group session with the Library's leadership team

2 Focus group sessions held with community partners and agencies

Mapping the strategy against local priorities allows Oxford County Library's service to create and deliver against innovative library service plans which are responsive to local need. This is complemented by transformational, locally driven programs.

Our Vision establishes our long-term direction, and our Mission and Values outline what we believe as well as why we exist and are the foundation for all that we do. The Strategic Plan identifies our areas of focus for the next five years, aligning with community needs and areas where we can deliver value.

Our Mission

Promote and provide the community with universal access to information, ideas, and engaging experiences in welcoming spaces.

Our VIsion

Connect, discover, share, and become.

Our Values

WE BELIEVE IN

INTEGRITY

We take pride in our stewardship of resources, acting with professionalism, and contributing to the greater good of our communities and residents.

This is what distinguishes us.

INTELLECTUAL FREEDOM

We actively support each person's freedom of expression and pursuit of their own interests through access to trusted, high-quality information and resources.

This is our responsibility.

UNIVERSAL ACCESS

We foster inclusive and equitable access to library services and programs, and resources.

This is our commitment.

BELONGING

We provide a welcoming, friendly, and inclusive environment where patrons feel they belong and are safe.

This is what drives us.

RESPONSIVENESS

We care about what we do and who we serve by listening and tailoring each library to local needs.

This is our defining value.

Our Goals

We have a clear direction and focus for our operations to ensure our resources and efforts are aligned towards specific outcomes and objectives. These goals are how we will fulfill our mission, meet community needs, and continuously improve our services and programs.

GOAL 1

SUSTAIN SERVICE EXCELLENCE

GOAL 2

GROW ENGAGEMENT AND MEMBER RELATIONSHIPS

GOAL 3

INNOVATE ACCESS TO SERVICE

GOAL 1

SUSTAIN SERVICE EXCELLENCE

Enable an empowering and collaborative work environment for our staff and enhance our facilities to continue to deliver outstanding working and visiting experiences.

STRATEGIES

1. Develop and implement long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.

2. Develop and implement with partners a referral framework to ensure that patrons with diverse needs are referred to program and service supports provided by the most appropriate community organizations.

3. Develop and implement a strategic approach to employee and volunteer human resource attraction, retention, and development to enhance and sustain OCL service excellence.

GOAL 2

GROW ENGAGEMENT AND MEMBER RELATIONSHIPS

Increase resident awareness of the OCL's programs and services, number of cardholders, and deepen relationships with existing and new members.

STRATEGIES

1. Create and implement a Communications Strategy to build OCL's brand awareness and service offerings in the community.

2. Develop and implement a Patron Management and Growth Plan to increase usership and community engagement with library programs, services, and spaces.

3. Plan and implement the expansion of non-traditional service offerings to include more digital resources, access to technology, and unique collections.

GOAL 3

INNOVATE ACCESS TO SERVICE

Purposefully innovate programs and services to enhance access, drive engagement, and improve members' experiences.

STRATEGIES

1. Plan, design, and implement a Programs and Services Accessibility Strategy to make OCL inclusive and accessible to all residents.

2. Expand the availability of self-service options and introduce more technology to increase access.

3. Expand the Ox on the Run program to expand library access in communities without branches and to meet residents where they are to drive engagement.

The Path Forward

Oxford County Library's new Strategic Plan is designed to ignite a sense of excitement and inspiration within our community. In order to ensure its success, and to ensure that our libraries continue to thrive in alignment with Oxford County as a whole, it is important that our strategic plan be closely linked with the strategic plan put forth by Oxford County.

In order to ensure alignment, we developed this strategic plan with careful consideration of Oxford County's Strategic Plan. Our next step towards achieving our goals is to cascade this plan into our annual business planning process. Each year, library leadership and staff will create a business plan that clearly articulates how the strategy will be implemented and defines the metrics that will be monitored as key indicators of performance. Strategic performance will be monitored by the Board of Governors through regular staff reports including the quarterly and annual reporting of the key performance indicators outlined in the annual business plan.

As we look to the future of Oxford County Library, we are committed to a collaborative path forward with our customers, partners, communities, and Oxford County. Together, let's connect, discover, share, and become a vibrant hub of knowledge, creativity, and growth for all.

OxfordCounty Library

*connect. discover. share. **become.***

Updated: November 2023

connect. *discover.* *share.* *become.*

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