

DRAFT Agenda
Woodstock Public Library Board
March 10, 2026

Date: Tuesday, March 10, 2026
Time: 4:15 p.m.
Place: Board Room, 447 Hunter St.

1. Call to Order

2. Indigenous Acknowledgement

The Library Board would like to acknowledge that we are meeting on traditional and ancestral land of the Haudenosaunee, Lanape, and Anishnaabek Peoples. We thank all generations of people who have taken care of this land and recognize and reflect upon their historic and present connection and contributions to this land and place.

3. Approval of the Agenda

Recommendation:

That the Board approves the Agenda as circulated (or following corrections or additions).

4. Declaration of Conflict of Interest

5. Minutes of the Meeting of February 10, 2026

Recommendation:

That the Board approves the Minutes of the meeting of February 10, 2026, as circulated (or following corrections).

6. Business Arising from the Minutes

a) Board Legacy Document

For Discussion

7. Chairperson's Remarks

8. Delegations/Presentations

a) Asset Management Plan – Bassel Agroam, Manager of Asset Management for City of Woodstock

i) Board Report – Asset Management Plan

ii) Asset Management Plan

Recommendation:

That the Board approves the Asset Management Plan as presented.

9. Board Education

None

10. Consideration of Correspondence

a) Friends of the Woodstock Public Library

- i) Minutes of the meeting of January 14, 2026

Recommendation:

That the Board receives the Minutes of the meeting of January 14, 2026, of the Friends of the Woodstock Public Library as information.

11. Administrative Reports

a) Monthly Report

- i) Report of the Chief Executive Officer
- ii) Report of the Director of Library Services/Deputy CEO

b) Statistics

- i) Library Systems Activities for the month of February, 2026
- ii) VOLT 2025

c) Policy Review

- i) Report – Board Code of Conduct
- ii) Board Code of Conduct

Recommendation:

That the Library Board approves the Library Board Code of Conduct as presented (or amended).

- iii) Report – Woodstock Public Library Board By-laws
- iv) Board Procedural By-laws

12. Committee Reports

a) Ontario Library Service Trustee Assembly

Verbal Update

b) Health and Safety

Minutes for December 11, 2025

Recommendation:

That the Board approves the Minutes of the Joint Health and Safety Committee meeting of December 11, 2025.

13. Finance

a) Treasurer's Report (as provided by Treasury)

There is no financial report available for this meeting.

14. New Business

a) Board Orientation Structure and Policy

For Discussion

15. Notices of Motion

None

16. Attachments

None

17. Committee of the Whole In-camera

Public Libraries Act, R.S.O. 1990, c. P.44 s. 16.1 (4)

A meeting or part of a meeting may be closed to the public if the subject matter being discussed is,

- (a) the security of the property of the board;*
 - (b) personal matters about an identifiable individual;*
 - (c) a proposed or pending acquisition or disposition of land by the board;*
 - (d) labour relations or employee negotiations*
 - (e) litigation or potential litigation, including matters before administrative tribunals, affecting the board;*
 - (f) advice that is subject to solicitor-client privilege, including communication necessary for that purpose;*
 - (g) a matter in respect of which a board or committee of a board may hold a closed meeting under another Act. 2002, c. 17, Sched. C, s.24 (5).*
-

18. Next Meeting

Tuesday, April 14, 2026, 4:15 p.m.

19. Adjournment

VISION

Growing with our community, embracing the opportunities of tomorrow.

MISSION

Woodstock Public Library ignites curiosity and connects our community to a world of ideas, resources, and enriching experiences.

Woodstock Public Library Board

DRAFT Meeting Minutes February 10, 2026

A regular meeting of the Woodstock Public Library Board was held on Tuesday, February 10, 2026, at 4:00 pm, in the Board Room at 447 Hunter St.

a) The following Board members were present:

Mary Anne Silverthorn, Chair
Lynn Wareing, Vice Chair
Jordan Kent, Trustee
Councillor Kate Leatherbarrow
Councillor Deb Tait
Councillor Bernia Martin

b) The following Board members sent regrets:

Ken Whiteford, Trustee

c) The following persons were also present:

Lindsay Harris, CEO
Matthew Barabash, Director of Library Services/Deputy CEO (Acting)
Lori Peixoto, recorder

1. Call to Order

The Chair called the meeting to order at 4:00 pm.

2. Indigenous Acknowledgement

The Library Board would like to acknowledge that we are meeting on traditional and ancestral land of the Haudenosaunee, Lanape, and Anishnaabek Peoples. We thank all generations of people who have taken care of this land and recognize and reflect upon their historic and present connection and contributions to this land and place.

3. Approval of the Agenda

Motion 26-13

MOVED by B. Martin and seconded by D. Tait to approve the Agenda, as amended.

Motion carried.

4. Declaration of Conflict of Interest

None.

5. Minutes of the Meeting of January 13, 2026

Motion 26-14

MOVED by L. Wareing and seconded by B. Martin to approve the Minutes of the meeting of January 13, 2026.

Motion carried.

6. Business Arising from the Minutes

a) Annual Survey of Public Libraries Comparators

L. Harris noted that K. Whiteford had requested data that compared the Library to other similarly sized libraries. This information had been provided to the Board in recent years.

L. Harris provided data from 2024, as the most updated information available, noting that the libraries used for comparison may no longer be as relevant as they once were based on the growth of each community in different ways.

7. Chairperson's Remarks

M.A. Silverthorn officially welcomed members of the Board to the new meeting space at 447 Hunter St., the previous location of the Art Gallery, now housing the team of United Way Oxford as well as other community organizations. Library Administration has occupied office space on the second floor of the building, and also has access to the Board Room on the main level and a smaller meeting room on the second floor. The transition has made it possible to free up office space in the Library for the Manager of Facilities, as well as offering flex work space for summer students and existing staff, as needed.

8. Delegations/Presentations

None.

9. Board Education

None.

10. Consideration of Correspondence

a) Friends of the Woodstock Public Library

i. Minutes of the Meeting of November 12, 2025

Motion 26-15

MOVED by J. Kent and seconded by D. Tait that the Board receives the Minutes of the meeting of November 12, 2025, of the Friends of the Woodstock Public Library as information.

Motion carried.

11. Administrative Reports

a) Monthly Report

i. Report of the Chief Executive Officer

L. Harris reported to the Board that the Library would not be responsible for paying rent in the newly acquired office space at 447 Hunter St. since it is a City owned building, but would share in the costs of utilities and building maintenance with the other tenants in the building.

L. Harris provided an update on the new reciprocal borrowing agreement, noting an increase in the number of new cards for County of Oxford residents.

L. Harris noted that November 14, 2026, would be the official last day of the current term of the Board, and suggested discussion commence on the idea of a legacy document to pass along to the next Board.

M.A. Silverthorn requested previous Board legacy documents be forwarded to current members of the Board, and discussion would continue at the next regular meeting in March.

K. Leatherbarrow arrived at 4:20 pm.

ii. Report of the Director of Library Services/Deputy CEO

M. Barabash reported on the success of programs and newly formed partnerships with the Library including work continuing on a welcome campaign for new Library patrons.

B. Martin congratulated Library staff on the engaging display for Black History Month.

b) Statistics: Library Systems Activities for the month of January, 2026

L. Harris distributed an updated report on statistics, noting January was very positive, statistically, despite the weather. In-person visits were some of the highest numbers the Library had seen in some time.

There were no questions from the Board.

c) Policy Review

i. Report – Board Recognition Policy

L. Harris noted that the policy was updated and brought to the Board in January, and because there was no feedback following that meeting, the policy was brought back without further changes to the Board for approval.

ii. Library Board Recognition Policy

Motion 26-16

MOVED by K. Leatherbarrow and seconded by L. Wareing that the Board approves the Board Recognition Policy as presented.

Motion carried.

iii. Report – Use of Library Resources During Elections Policy

L. Harris noted that the content of the policy had not changed, however, was updated for formatting. Discussion was had regarding library use during elections.

iv. Use of Library Resources During Elections Policy

Motion 26-17

MOVED by D. Tait and seconded by L. Wareing that the Board approves the Use of Library Resources During Elections Policy as presented.

Motion carried.

v. Report – Strategic Asset Management Policy

L. Harris spoke to the Board in January regarding City staff creating a separate Asset Management Plan for the Library from the City's. The Plan would adopt the City's approved Plan. The hope was to bring the Plan to the Board at the next regular meeting in March.

vi. Strategic Asset Management Policy

Motion 26-18

MOVED by L. Wareing and seconded by D. Tait that the Board approves the Strategic Asset Management Policy as presented.

Motion carried.

12. Committee Reports

a) Ontario Library Service Trustee Assembly

L. Wareing reported that a formal meeting had not been held yet in 2026, but noted opportunities for Board education that the incoming Board might find valuable.

b) Health and Safety

None.

13. Finance

a) Treasurer's Report

There were no financial reports provided by Treasury for this meeting.

14. New Business

a) Library Closure – Backflow Valve Installation

L. Harris spoke of the Library's sprinkler system and the requirement for a backflow valve to be installed per the County's bylaw. The work would be completed over a four-day period, requiring the water to be shut off to the Library. The work would be started March 24, and completed by March 27, 2026, requiring the Library to close all four days. Marketing would be published on the Library's website and social media platforms as well as in the monthly newsletter, and patrons would be made aware of the closure by way of signage posted in the building.

Motion 26-19

MOVED by K. Leatherbarrow and seconded by J. Kent that the Board approves closure of the Library from March 24, 2026, through to March 27, 2026, for mandatory backflow valve installation, as required by the County of Oxford.

Motion carried.

b) Meeting Dates for 2026

M.A. Silverthorn directed the Board's attention to the following dates for regular meetings of the Board for 2026.

March 10, 2026
April 14, 2026
May 12, 2026
June 9, 2026

September 8, 2026
October 13, 2026
November 10, 2026

M.A. Silverthorn noted that the Library's Budget Presentation was scheduled for March 5, 2026, in Council Chambers, and invited all members available to attend the presentation, if their schedules allowed.

Motion 26-20

MOVED by B. Martin and seconded by D. Tait that the Board approves the proposed meeting dates for 2026.

Motion carried.

15. Notices of Motion

None.

16. Attachments

None.

17. Committee of the Whole In-camera

None.

18. Next Meeting

Tuesday, March 10, 2026, 4:15 pm.

19. Adjournment

M.A. Silverthorn declared the meeting adjourned at 4:45 pm.

Vision

Growing with our community, embracing the opportunities of tomorrow.

Mission

Woodstock Public Library ignites curiosity and connects our community to a world of ideas, resources, and enriching experiences.



Subject: Woodstock Public Library 2026 Asset Management Plan

Action: For Review and Approval

Prepared by: Bassel Agroam

Meeting of: March 10, 2026

Recommendation

That the Woodstock Public Library Board approves the 2026 Asset Management Plan.

Background and Discussion

In December 2017, the Province introduced Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure (O.Reg. 588/17) under the Infrastructure for Jobs and Prosperity Act (IJPA), 2015. This regulation provides the requirements for scope and content for the City to develop a comprehensive asset management plan (AMP) for all the assets it owns, and identify, where possible, proposed levels of service (LOS) and the City's ability to achieve and afford these service levels. Compliance is necessary to allow the City to continue to be eligible for infrastructure funding and grants from provincial and federal levels of government.

In June 2025, City Council approved the 2026 Asset Management Plan that encompassed all City owned assets as well as identified proposed LOS and the cost to achieve them. While the Library's assets are included within the City's overall AMP, it was identified that as a Local Board the Library would benefit greatly from having a dedicated AMP. This allows the Library to utilize its AMP toward its capital assets and ensure financial sustainability for the future. Additionally, it ensures the Library remains eligible for any potential grant funding that may require an AMP.

State of the Infrastructure

The Library's assets have a combined current replacement value (CRV) of approximately \$22 million¹ and an estimated funding gap of \$32,500 to ensure asset performance in perpetuity. The CRV is stated in today's dollars and represents the cost to replace an asset like-for-like. The actual replacement cost of an asset in the future could vary depending on various considerations.

The 2026 Asset Management Plan uses industry best practices to determine the full replacement cost of assets. As with every AMP, it is a snapshot in time based on the most accurate and reliable information available.

Financial Strategy

Part of the 2026 O.Reg. 588/17 requirements include that the City is required to determine the proposed LOS for its assets and evaluate the City's ability to achieve and afford the proposed LOS. Throughout the 2026 AMP, staff have identified proposed LOS by analyzing whether a service improvement was needed and if these targets were indeed achievable.

Financial Impact

Endorsement of this report and the 2026 AMP has no immediate financial impact. By approving the 2026 AMP, the Board is approving the use of the AMP as supporting documentation during budget deliberations. Asset management should be the driving force in budget planning as well as being an effective and meaningful long-term policy.

Continuous Improvement

The City and the Library continue to advance the asset management program and work toward ensuring line of sight across all service areas and Local Boards when it comes to decision making and asset management principles. Increased quality of data and information will improve data confidence levels and the quality of these decisions.

Conclusion

In conclusion, the 2026 AMP presents overall information about the Library's asset management approach and the state of all Library and City-owned assets. It includes proposed LOS and the lifecycle costs to achieve these targets.

¹ The Library facility is not directly managed by the Library and is owned by the City of Woodstock.



PUBLIC LIBRARY



WOODSTOCK
Public Library

ASSET MANAGEMENT PLAN

March 2026



City of
Woodstock

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Executive Summary

The 2026 Woodstock Public Library Asset Management Plan (AMP) was developed by The City of Woodstock (the City) in collaboration with the Woodstock Public Library (the Library) and is in compliance with O. Reg. 588/17 and O. Reg. 193/21. It offers data-driven recommendations on managing the City's and Library's capital asset portfolio and addresses key areas such as levels of service (LOS), lifecycle management strategies, and data confidence.

This AMP intends to strike a balance between standardization and personalization. Standardization allows decision-makers and members of the public to understand and measure the state of the Library against others. It allows senior levels of government to make tough funding allocation decisions using comparable information. Examples of standardization include:

- Using standard definitions of asset classes and frequently used terms
- Improving data quality to move away from age-based condition assessments
- The manner in which data is collected and reported
- Using standard Key Performance Indicators (KPIs)

Asset management is often mistaken for a data system when in reality it is a business model, a way of thinking, and making investment decisions about physical assets. It prevents (or reduces the risk of) assets becoming liabilities. As such, AMPs should be personalized to reflect the organization's characteristics and needs. The Library should be able to coordinate and approve every capital project through its AMP. Examples of personalization include:

- The inclusion of local examples of asset conditions for each asset class
- Recommendations that are based on a holistic view of the asset portfolio rather than as individual asset classes

This AMP focuses on discussing all capital assets within the Library, as well as identifying LOS, infrastructure needs, lifecycle strategies as well as different potential opportunities for the Library to maintain and improve on LOS.

PUBLIC LIBRARY



INTRODUCTION

Introduction

The Woodstock Public Library (the Library) is located within the City of Woodstock (the City) and provides a variety of library services to the residents of Woodstock. The City has experienced steady growth due to a solid blend of community amenities, attractive housing, a state-of-the-art regional health care facility, and its central location. With this growth, the demand for library services has increased.

What is Asset Management?

An organization's top management, employees, and stakeholders should implement planning, control activities (e.g., policies, processes, or monitoring actions), and monitoring activities, to exploit opportunities and reduce risks to an acceptable level.

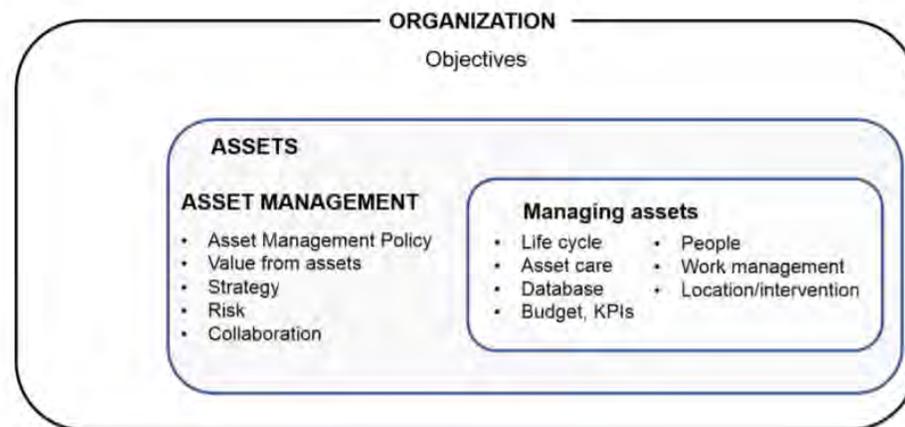
Asset management involves balancing costs, opportunities, and risks against the desired performance of assets to achieve the organizational objectives. This balancing needs to be considered over different timeframes.

Asset management enables an organization to examine the need for, and performance of, assets and asset systems at different levels. Additionally, it enables the application of analytical approaches towards managing an asset over the different stages of its lifecycle (which can start with the conception of the need for the asset, through to its disposal, and include the managing of any potential post disposal liabilities).¹

It is the coordinated activity of the Library to help realize value from the assets it owns. It is also the integrated business approach within the Library with the aim to minimize the lifecycle costs of owning, operating, and maintaining assets at an acceptable level of risk, while continuously delivering established levels of service for present and future customers. It includes the planning, design, construction, and operation and maintenance of infrastructure used to provide services. By implementing asset management processes, infrastructure needs can be prioritized over time, while ensuring timely investments to minimize repair and rehabilitation costs and maintain the Library's assets.

It should be noted that asset management is not synonymous with managing assets. Managing assets pertains to the things done to assets, with or without a structured strategy and context. Asset management encompasses many levels and applies to all functions or departments.

Figure 1. Asset Management Chart



Asset management allows the Library to realize value from its assets through the achievement of organizational objectives.

¹ ISO 55000:2014, p.2.

Introduction

Sound asset management allows for value to be realized while balancing financial, environmental, and social costs, risk, quality of service, and performance related to assets.

Some benefits of asset management are:

- **Improved financial performance and investment decisions** through enhanced ROI, cost reduction, and preserved asset value without compromising objectives.
- **Managed risk** by minimizing financial losses, boosting safety and reputation, and reducing liabilities like insurance and penalties.
- **Enhanced services** by ensuring asset performance meets or exceeds stakeholder expectations.
- **Demonstrated social responsibility** by reducing emissions, conserving resources, and adapting to climate change.
- **Demonstrated compliance** with legal and regulatory standards through transparent conformity.
- **Enhanced reputation** via improved satisfaction, stakeholder awareness, and confidence.
- **Improved sustainability** by effectively managing effects, costs, and performance.
- **Improved efficiency** and effectiveness by refining processes and asset performance to achieve objectives.²

Asset management also allows municipal decision-makers to make well-informed decisions about the assets owned and maintained by the Library.

They require the following information to make informed decisions about the services:

Table 1. Objectives of Asset Management

Inventory	Capture all asset types, inventories, and historical data
Current Valuation	Calculate current condition ratings and replacement values
Life Cycle Analysis	Identify Maintenance and Renewal Strategies & Life Cycle Costs
Service Level Targets	Define measurable Levels of Service Targets
Risk & Prioritization	Integrates all asset categories through risk and prioritization strategies
Sustainable Financing	Identify sustainable Financing Strategies for all asset categories
Continuous Processes	Provide continuous processes to ensure asset information is kept current and accurate
Decision Making & Transparency	Integrate asset management information into all corporate purchases, acquisitions, and assumptions
Monitoring & Reporting	At defined intervals, assess the assets and report on progress and performance

² ISO 55000:2014, p.2.

Introduction

What is an Asset Management Plan?

An asset management plan (AMP) is a strategic document that guides the Library's management of infrastructure assets and other assets to deliver corporate objectives in the most cost-effective manner. It employs multi-disciplinary techniques, both technical and financial in nature, over the assets' life cycle to provide specific LOS. It details specific activities to be undertaken, resources required, responsibilities, timescales, and risks involved for the achievement of corporate objectives. The plan provides a clear line of sight for on-the-ground activities being undertaken back to the strategic plan of the Library.

Key Concepts in Asset Management

Effective asset management integrates several vital components, including lifecycle management, risk management, and levels of service. These concepts are applied throughout this asset management plan.

Levels of Service

A level of service (LOS) is a measure of what the Library is providing to the community and the nature and quality of that service. Within this AMP, technical metrics and qualitative descriptions that measure both technical and community LOS have been established and measured as data is available. These measures include a combination of those that have been outlined in O. Reg. 588/17 in addition to performance measures identified by the Library as worth measuring and evaluating.

Table 2. Explanation of Levels of Service

	Community LOS	Technical LOS
Description	Provides a simple plain language description or measure of how the community receives or experiences the service that the municipality provides.	Provides a quantitative measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures.
Core Assets	The Province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this asset management plan.	The Province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this asset management plan.
Non-Core Assets	The Library has developed qualitative descriptions that are used to determine the community LOS provided and are included in this asset management plan.	The Library has developed technical metrics that are used to determine the technical LOS provided and are included in this asset management plan.

As an absolute minimum, the objective of any asset management plan, or strategy, should be to ensure that the overall condition of an asset group does not diminish over time.

Lifecycle Management Strategies

Adopting a lifecycle strategy will help determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest cost. There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation, and replacement. The following table describes each type of activity and the general difference in cost.

Table 3. Lifecycle Management Strategies

Event Type	Cost	Description	Example for the Library
Maintenance	\$	Activities that prevent defects or deteriorations from occurring	Building Condition Assessments
Rehabilitation	\$\$	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Exterior Brick Repairs
Replacement	\$\$\$	Asset end-of-life activities that often involve the complete replacement of asset	HVAC Unit Replacement

Risk Management Strategies

A risk management strategy that looks beyond just hazard risk allows an organization to reduce the cost and deterrence effects of hazard risks while maximizing its profitability and ensuring its compliance with legal and regulatory risk management requirements. A holistic strategy also benefits the economy through waste reduction, the improved allocation of productive resources, and the reduction of systemic risk

Not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community than that of others. Assets should be prioritized based on their importance to service delivery and their criticality, not just their physical condition. These high-value assets should receive funding before others. Pursuing a ‘worst-first’ approach to infrastructure spending is not advisable.

Risks that may seem relatively harmless or unlikely do have the potential to create significant damage or opportunity when they interact with other events. This holistic view of risk helps identify the risks that truly matter to an organization and provides a full perspective of the identified risks.

High-level categories of risk include hazard risks, operational risks, financial risks, and strategic risks. These categories can be broken down into subcategories, such as project risk, financial reporting risk, and process risk. Over time, all these risks become part of an organization’s overall risk portfolio, which has its own individual risk profile.

Introduction

Climate Adaptation Strategy

Alongside the County of Oxford, the City and the Library continue to recognize the importance of climate change mitigation, adaptation, sustainable energy use, related environmental issues, and the need for more sustainable and resilient cities.

The City of Woodstock Community Energy Plan (CEP), in conjunction with the Woodstock Environmental Advisory Committee (WEAC), has set a formative groundwork to promote further energy conservation, sustainable planning, and progressive environmental and economic development. This plan represents a conscious effort to understand better local energy use and greenhouse gas (GHG) emissions. The CEP has established a vision, goals and targets that align with the Oxford County 100% Renewable Energy Plan and Ontario's Climate Change Action Plan objectives to move towards a low carbon future.

Growth Strategy

Understanding the key drivers of growth and demand will allow the City and the Library to plan for new infrastructure and the upgrade or disposal of existing infrastructure more effectively. The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service.

The demand for infrastructure and services will change based on internal and external factors. Increases or decreases in demand can affect what assets are needed and what level of service meets the community's needs.

A Development Charges Background Study is undertaken by the City every five years, which outlines the infrastructure required to maintain service levels as the City's population and employment grow. Projects are included for the various asset classes necessary to meet program needs for the City including the Library, which have been identified through various Master Plan needs assessments. Project needs are re-evaluated based on actual population and employment growth development on an annual basis.

The below table indicates the level of growth expected within the City over the next 2 decades.

Table 4. City of Woodstock Growth Projections³

Type of Forecast	2026	2031	2036	2041	2046
Population	50,480	54,470	58,480	62,250	65,950
Households	20,750	22,330	23,870	25,220	26,510
Employment	30,040	31,690	33,720	36,050	38,730

³ Phase 1 Comprehensive Review – Oxford County



WOODSTOCK PUBLIC LIBRARY

The Woodstock Public Library is committed to delivering accessible and sustainable services that ignite curiosity, foster literacy development, and promote lifelong learning for all residents.

Woodstock Public Library

State of the Infrastructure

The Woodstock Public Library asset portfolio consists of the overall facility, the Library’s collections, and information technology assets. The following section contains information regarding the Library’s asset inventory, replacement costs, age, and overall condition ratings.

Asset Inventory and Replacement Cost

The table below illustrates key asset attributes for the Woodstock Public Library asset inventory. The overall value of these assets is valued at over \$22.3 million.

Table 5. Woodstock Public Library Inventory

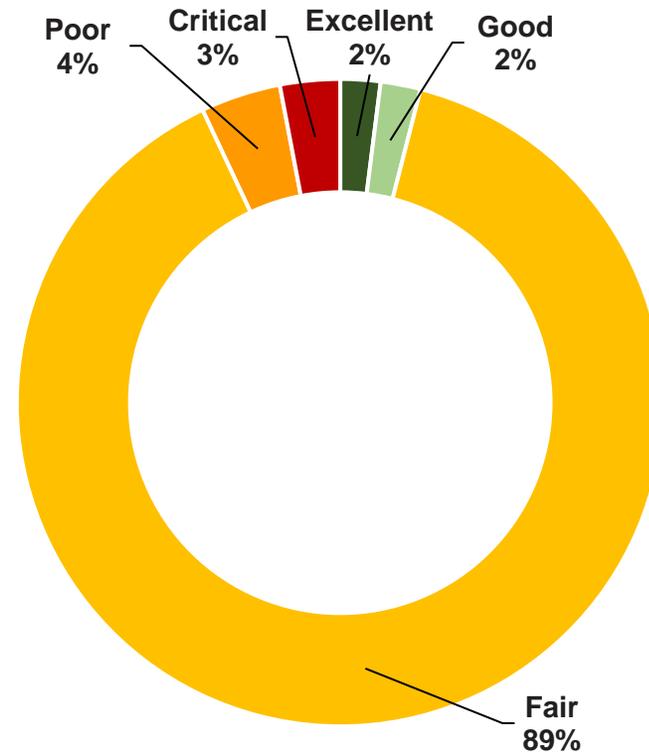
Asset Category	Asset Type	Quantity	Unit	Replacement Cost
Collections	Physical and Digital Media	249,250	Each	\$1,205,733
Facilities	Facilities ⁴	1	Each	\$20,937,568
Information Technology	Computers, Equipment, Servers	91	Each	\$208,584
Overall Woodstock Public Library Replacement Value				\$22,351,885

⁴ The Library facility is not directly managed by the Library and is owned by the City of Woodstock

Current Asset Condition

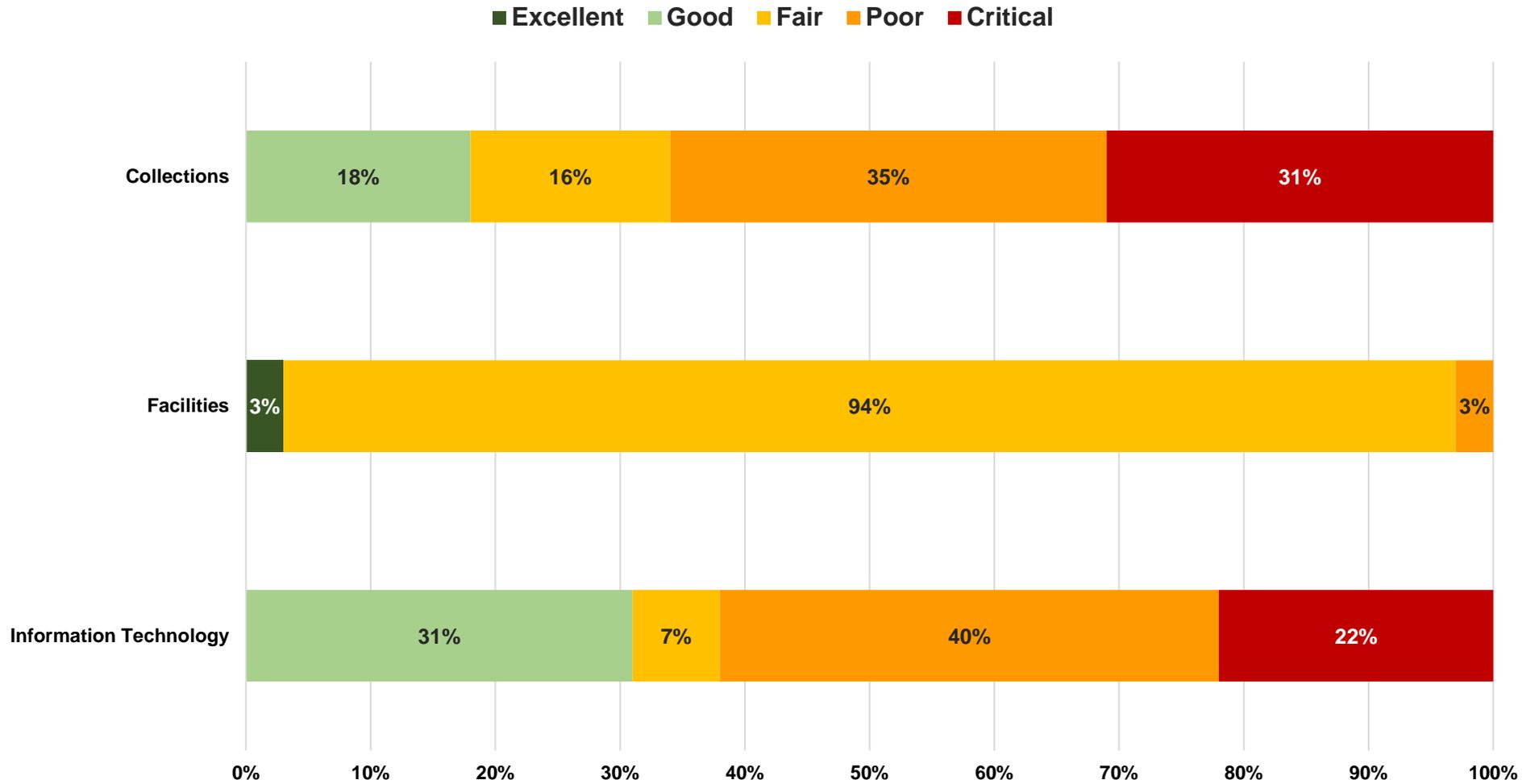
The following graph illustrates the overall conditions of the Library’s assets. The average condition is a weighted value based on replacement cost.

Figure 2. Asset Condition – Woodstock Public Library, 2026



Overall, 93% of the Library’s assets are in fair or better condition (based on replacement value) with 7% nearing or at the critical state of good repair.

Figure 3. Asset Condition Breakdown – Woodstock Public Library, 2026



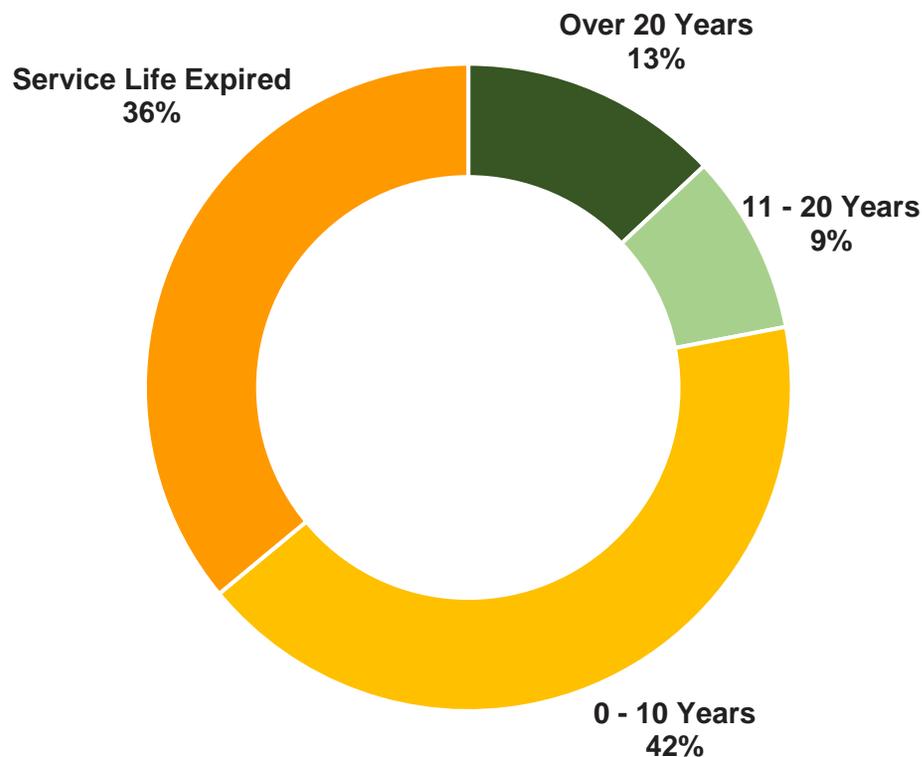
Estimated Useful Life and Average Life

The Estimated Useful Life for Library assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. The assessed condition may increase or decrease the average service life remaining.

Table 6. Estimated Useful Life for Woodstock Public Library Components, 2026

Asset Category	Asset Type	Useful Life (Years)
Collections	Physical Media	7
	Digital Media	6
Facilities	Electrical and Mechanical	15 - 25
	Elevators	30
	HVAC	15 - 30
	Interior Finishes	15 - 25
	Roof Cover	15 - 75
	Structure	20 - 60
Information Technology	Computers and Servers	5
	Equipment	3 - 10

Figure 4. Useful Life Remaining – Woodstock Public Library, 2026



Levels of Service

The following section includes performance measures that help drive decision-making and spending on assets. They are not the only metrics used by the Library or the City to measure the quality being delivered by any asset category.

Table 7. Levels of Service Metrics

Service Attribute	Corporate Description	LOS Measure	Current Performance	Proposed Performance
Accessibility	Providing adequate accessibility to services.	Percentage (%) of facilities that are accessibility (FADS and AODA) compliant.	100%	100%
		Number (#) of in person Library visits per Capita.	3.0	Maintain
Customer Service	Customer Satisfaction (via survey).	Percentage (%) of survey respondents satisfied with facilities.	92%	Maintain
Cost Effective	Providing services in a cost-effective manner.	Cost to provide Library services per household.	\$41.28	Maintain
Quality	Providing facilities in a state of good repair.	Percentage (%) of Facilities assets in Fair or better condition.	86%	Maintain
	Providing technology services in a state of good repair.	Percentage (%) of Information Technology assets in Fair or better condition	56%	80%
Environmental Stewardship	Providing facilities that are energy efficient and environmentally conscious.	Annual electric energy consumption kilowatt-hour per square foot.	8.17 kWh/ft ²	Trend Downward
		Annual natural gas consumption cubic meters per square foot.	1.02 m ³ /ft ²	Trend Downward

Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by various factors, including an asset's characteristics, location, utilization, maintenance history and environment. The following lifecycle management strategies are currently being used/are recommended to ensure the Library remains in a state of good repair throughout its intended lifespan and to maintain current levels of service.

Table 8. Lifecycle Management Strategies, Woodstock Public Library

Lifecycle Activity Type	Asset Management Practices	Risks Associated with Not Completing the Activities
Non-Infrastructure Solutions	<ul style="list-style-type: none"> • Condition assessment programs • Climate change adaption and mitigation • Woodstock Public Library Strategic Plan • Accessibility Plan 	<ul style="list-style-type: none"> • Inadequate planning leading to inaccurate forecast estimates and short- and long-term plans • Regulatory requirement • Inability to understand potential impacts of climate change on infrastructure
Maintenance	<ul style="list-style-type: none"> • Routine maintenance • Snow and ice removal maintenance • Scheduled preventative maintenance programs • Structures inspected 	<ul style="list-style-type: none"> • Deficiencies are not identified through inspections • Increased lifecycle costs if maintenance is not done as scheduled or incorrectly • Premature asset failure, service level drops, and health and safety risks • Customer dissatisfaction
Renewal (Rehabilitation & Replacement)	<ul style="list-style-type: none"> • Rehabilitation activities should be based on both external expertise and internal expertise (knowledge of structural requirements, organizational priorities, available budget, coordination with other City assets) • Comprehensive condition assessments 	<ul style="list-style-type: none"> • Rehabilitation/Renewal activities may not extend asset life as expected • Increased lifecycle costs if not done properly or as scheduled
Disposal	<ul style="list-style-type: none"> • Obsolete assets are decommissioned as needed • Structure disposals are rare/infrequent 	<ul style="list-style-type: none"> • Environmental impacts and cost overruns
Growth	<ul style="list-style-type: none"> • Space requirements will continue to change as the City grows and staffing requirements to maintain levels of service increase 	<ul style="list-style-type: none"> • Activities delayed or cancelled resulting in inability to accommodate increased demands
Service Improvement	<ul style="list-style-type: none"> • Technologies that offer improved resistance to the elements and typical condition deterioration • Public input and users of facilities and services would help determine service improvement needs 	<ul style="list-style-type: none"> • Increased levels of service expectations result in increased costs

Financial Strategy

The Woodstock Public Library utilizes lifecycle management strategies, as detailed in the previous section, to facilitate planning activities and forecast future expenditure requirements for various assets owned by the Library. These strategies, along with the scenarios outlined below, establish a framework for identifying the financial resources necessary to manage and maintain these assets effectively.

The following scenarios illustrate the projected lifecycle requirements over a 10-year period, addressing both the maintenance of current service levels and the achievement of proposed service levels. These scenarios consider only the costs and needs related to renewal, rehabilitation and replacement lifecycle activities. These activities are essential to ensuring that infrastructure remains in a state of good repair, thereby enabling the Library to continue providing services to residents.

Scenario 1: Cost to Maintain Current Levels of Service

Scenario one outlines the estimated annual cost of the renewal, rehabilitation and replacement lifecycle activities required to maintain current levels of service.

Figure 5. Scenario One Asset Performance – Woodstock Public Library 2026-2035

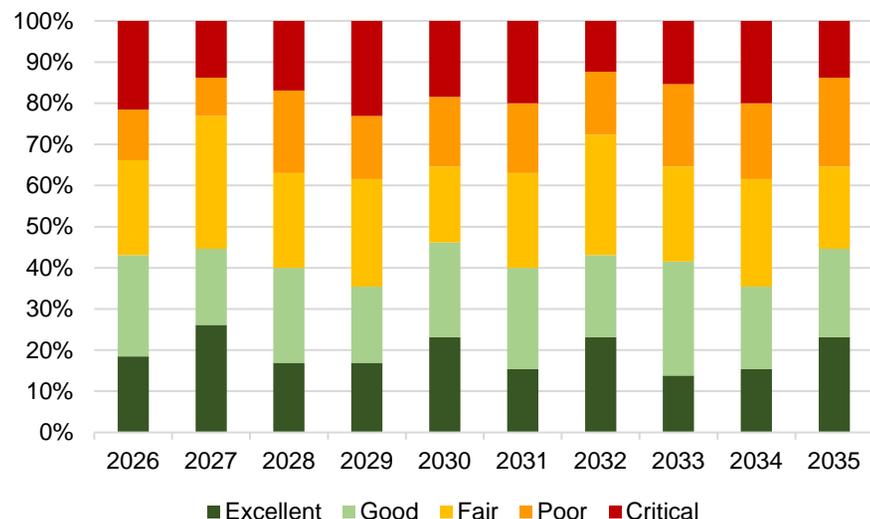
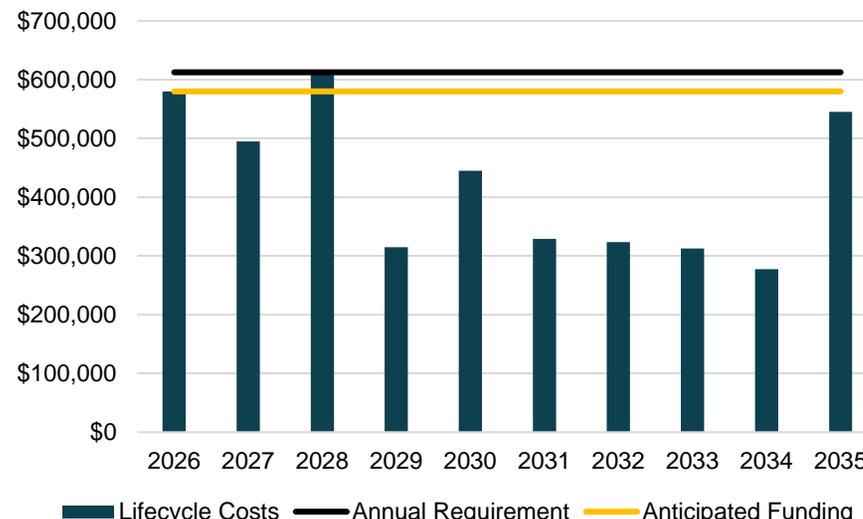


Figure 6. Scenario One Lifecycle Costs – Woodstock Public Library 2026-2035

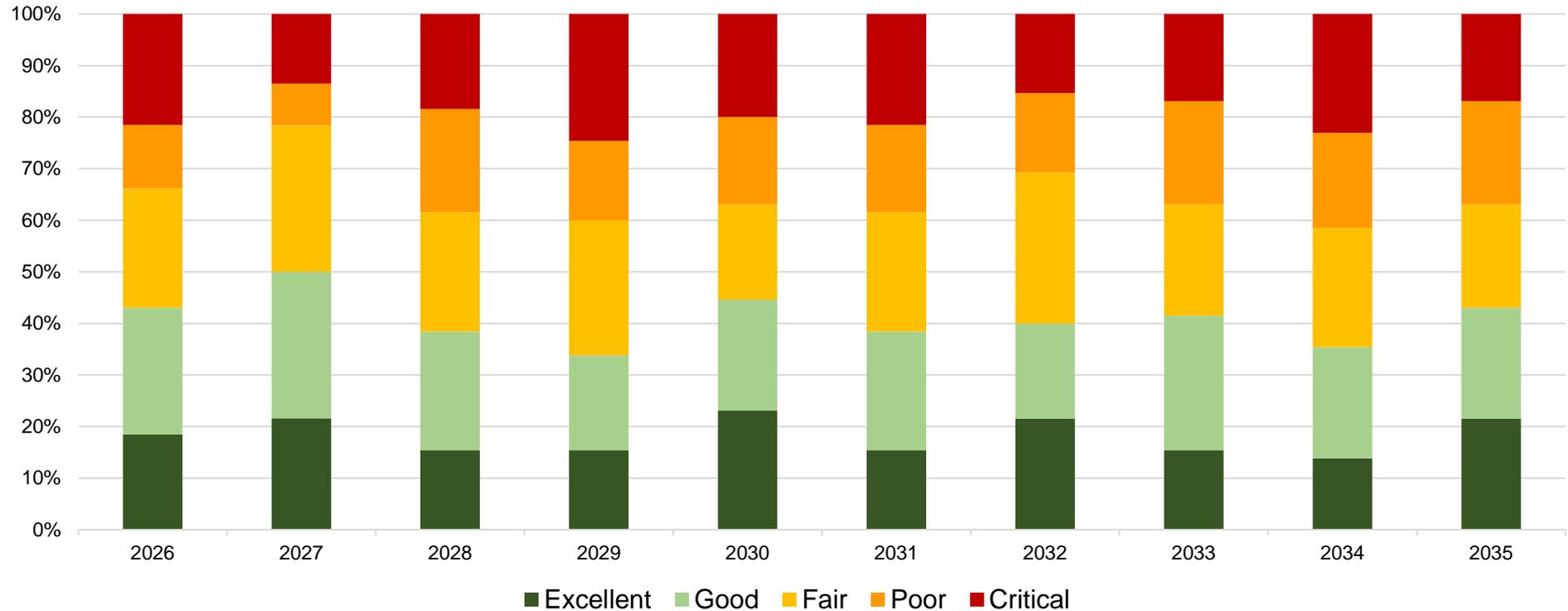


Based on this scenario, the estimated annual requirement was determined to be \$0.61M annually to ensure asset performance in perpetuity. Compared to anticipated funding, this results in a funding gap of \$0.03M.

Scenario 2: Current Funding

Scenario two outlines the impact of current anticipated funding on asset performance.

Figure 7. Scenario Two Asset Performance – Woodstock Public Library 2026-2035



Based on current funding levels, the percentage of assets in the poor to critical range increases from 34% to 37% over the next 10 years. When the scenario is extended out to the 15-to-20-year forecast, the percentage of assets in poor to critical condition continues to rise.

Scenario 3: Cost to Achieve Proposed Levels of Service

Scenario three outlines the estimated annual cost of the renewal, rehabilitation and replacement lifecycle activities required to achieve proposed service level targets as well as performing the lifecycle activities needed.

Figure 8. Scenario Three Asset Performance – Woodstock Public Library 2026-2035

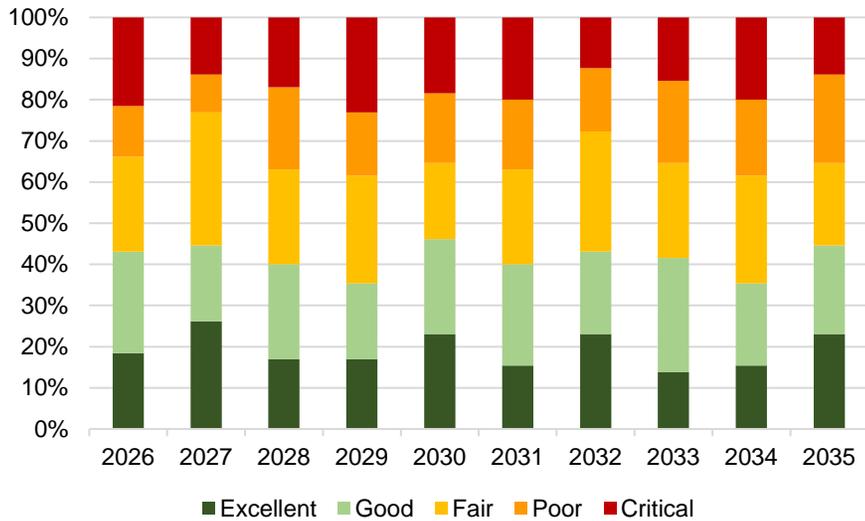
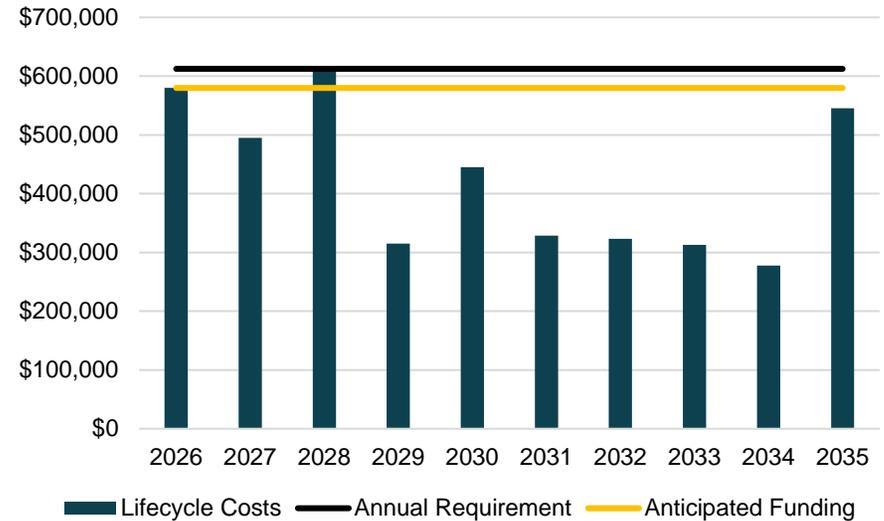


Figure 9. Scenario Three Lifecycle Costs – Woodstock Public Library 2026-2035



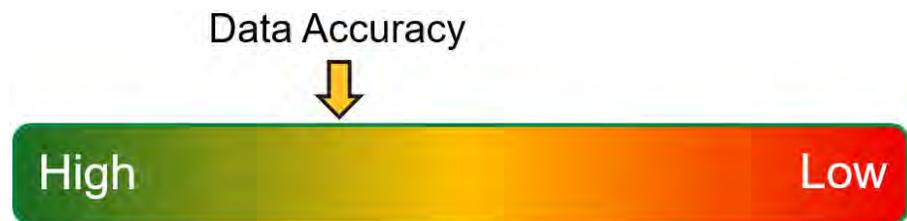
Based on this scenario, the estimated annual requirement was determined to be \$0.61M annually to ensure asset performance in perpetuity. Compared to anticipated funding, this results in a funding gap of \$0.03M.

Data Confidence

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently.

The Library’s data accuracy continues to improve and is considered to be medium to high with building condition assessments having been completed on the main facility within the last 2 years. The primary source of data being assessed condition ratings. Data gap analysis continues to be a major project the City and the Library embarks on as it seeks to further understand its inventory and plan for the long term. Further work on information technology assets owned by the Library will greatly improve its data accuracy.

Figure 10. Data Accuracy – Woodstock Public Library



Condition Assessments and Data Collection

The following five asset classifications are typically inspected within a facility:

- Site components: property around the facility and includes the outdoor components such as utilities, signs,

stairways, walkways, parking lots, fencing, courtyards and landscaping

- Structural components: physical components such as the foundations, walls, doors, windows, roofs
- Electrical components: all components that use or conduct electricity such as wiring, lighting, electric heaters, and fire alarm systems
- Mechanical components: components that convey and utilize all non-electrical utilities within a facility such as gas pipes, furnaces, boilers, plumbing, ventilation, and fire extinguishing systems

Once collected, this type of information is uploaded into the City’s asset management system for short- and long-term repair, rehabilitation, and replacement reports to be generated to assist with programming the short- and long-term maintenance and capital budgets.

In addition to facility inspections, information technology assets such as computers and equipment are inspected annually and by a internal staff to ensure the equipment meets the condition standards and needs of users.

The City is progressing to improve data accuracy of its facilities having conducted building condition assessments on most City owned facilities including the Library.

It is recommended that the Library in collaboration with the City continue to invest and conduct building condition assessments on a cyclical basis.

Continuous Improvement

As the Library in collaboration with the City continues to advance the overall Asset Management Program and works towards ensuring line of sight when it comes to decision making and asset management practices. Increased quality of data and information and standardized operating procedures will improve data confidence levels and the quality of these decisions. The following recommendations will help ensure the Library and the City maintains progress and manage the Library's growing \$22 million asset portfolio in a sustainable manner.

1. Align the Asset Management Plan

- a. Align the AMP with the City's budgetary processes, City Strategic Plan and Library Strategic Plan
- b. Identify paths of incorporating the AMP within the capital budget
- c. Ensure the Asset Management Steering Committee continues work on corporate buy-in and maintains line of sight across the City and the Library

2. Address the Infrastructure Gap

- a. Continue to search for funding from non-tax sources of financing to address infrastructure gaps
 - i. Grant funding where applicable
- b. Create infrastructure reserves that plan for the future and eliminate the risk of "peaks and valleys" in funding requirements
 - i. Building Repair Reserves
 - ii. Information Technology Reserves
- c. Mitigate the risk of current LOS dropping
- d. Improve and build 5- and 10-year capital plans that tackle the infrastructure gap

3. Improve the Asset Management Program

- a. Ensure data inventories are accurate and condition data is recorded in a timely manner
 - i. Building condition assessments
 - ii. Information Technology condition assessments
 - iii. Lifecycle management events
- b. Standardize operating procedures where applicable
- c. Build lifecycle strategies that are representative of asset performance and achieve proposed LOS
- d. Explore opportunities for interoperability where available
 - i. Asset Management Systems
- e. Continue to pursue Risk Management strategies in collaboration with the City



FINANCIAL STRATEGY ANALYSIS

Financial Strategy Analysis

The financing strategy sets out the approach to ensure that the appropriate funds are available to support the delivery of current services.

The financing strategy is predicated on the City and the Library's current financial state – including revenues, operating and capital expenditures, debt, reserves, reserve funds, and forecasted future commitments. The financing strategy is meant to strengthen current budgeting processes by reinforcing a long-term perspective on the impact of providing higher/lower asset-related service levels and highlighting revenues required versus affordability to the community. The focus of this financing strategy is mainly on lifecycle budgets.

The City and the Library ensure continued financial sustainability through effective financial planning and risk management, which are part of the annual budget development.

The financial strategy contained within the previous section uses year-end 2025 as the analysis reference to achieve the determined level of service. The financing gap analysis has been calculated based on the best available information for the next 10-year period (2026-2035).

Given the average annual capital requirement of roughly \$0.61 million, an estimated funding gap of \$0.03 million annually is based on current, sustainable funding. This indicates that the Library's is on track towards maintaining service levels and the state of good repair of its assets.

Financial Strategy Overview

City and Library budgets have capital and operating components:

- The capital budget plans and funds large expenditures with multi-year life spans. Debt financing and reserve funds (accumulated savings) support capital needs and help manage fluctuations.
- The operating budget supports the day-to-day operations and maintenance that provide services to the community. Staff salaries, energy bills, and fuel for vehicles are some of the expenditures funded from the operating budget.

An asset management plan must be integrated with financial planning and long-term budgeting to be effective and meaningful. The development of a comprehensive financial plan allows the City and the Library to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

The Library recognizes that asset management is a continuously evolving process. The recommendations included in this plan are based on the review of current management practices, inventory, valuation, and condition analysis.

Prioritizing future projects requires collecting and using condition-based data for asset categories that rely on age-based data. Debt is available as a tool to address high-priority or emergency capital projects while annual funding is being phased in. However, one-time or occasional debt should not be a long-term solution to an annual funding gap.

Continuous Improvement

The Asset Management Plan is intended to be a “living document” that is integral and relevant to the Library and the City’s infrastructure goals and financial future. The advancement of the Asset Management Program is dependent on the continuous improvement of processes, including improvements to asset information, decision-making and strategic planning.

At an absolute minimum, the objective of any AMP, or strategy, should be to ensure that the overall condition of an asset group does not diminish over time. The AMP helps the City and the Library strategize its financial planning as to manage fluctuations and minimize overall risk while ensuring levels of service do not suffer. Asset Management should be the driving force in capital budget planning as well as being an effective and meaningful long-term policy.

For the AMP to be effective and meaningful, continuous improvement and updates are necessary as specified within the timelines below:

- Regularly monitor the progress of the AMP by providing annual status updates to City Council that include how the Asset Management Program has advanced and reflect on any factors impeding implementation
- A thorough and comprehensive update and review of the AMP that occurs every five (5) years, or as required by O. Reg. 588/17
- A thorough and comprehensive update to the Strategic Asset Management Policy every five (5) years

Moving forward, the Asset Management Program will consider the following:

- Annual review of proposed levels of service to ensure alignment with strategic priorities and attainable outcomes as well as financial sustainability
- Continue to engage the public on service levels to allow for stakeholder input
- Processes to move any operation and maintenance from reactive into a preventative measure

In conclusion, this iteration of the AMP presents overall information about the Woodstock Public Library and the City of Woodstock’s asset management approach as related to the Library’s assets.

Appendices

Glossary

Asset: An asset is an item, thing or entity that holds potential or actual value to an organization. The value will vary between different organizations and their stakeholders, and can be tangible or intangible, financial or non-financial.

Asset Management: Asset Management is the coordinated activity of an organization to help realize value from the assets it owns.

Asset Management Plan (AMP): An asset management plan (AMP) is a strategic document that guides a municipality's management of infrastructure assets and other assets to deliver corporate objectives in the most cost-effective manner.

Asset System: A set of assets that interact or are interrelated.

City: The Corporation of the City of Woodstock.

Core Municipal Infrastructure Asset: Defined by O.Reg 588/17, any municipal infrastructure asset that is a, Water asset that relates to the collection, production, treatment, storage, supply or distribution of drinking water; Wastewater asset that relates to the collection, transmission, treatment or disposal of wastewater, including any wastewater asset that from time to time manages stormwater; Stormwater management asset that relates to the collection, transmission, treatment, retention, infiltration, control or disposal of stormwater; Road; or Bridge or culvert.

Cost Inflation: Historical cost of the asset is inflated based on the Consumer Price Index (CPI) or Non-Residential Building Construction Price Index (NBCPI).

Level of Service (LOS): A level of service (LOS) is a measure of what the organization is providing to the community and the nature and quality of that service.

Library: The Woodstock Public Library.

Lifecycle: The various phases of an asset's life that are identified as planning & construction, operations, maintenance, and disposal. Each phase has its own opportunities, risks, impacts and costs.

Maintaining Level of Service: The activities that would need to be undertaken to maintain the current levels of service being provided or established by the Library to meet legislation requirement.

Municipal Infrastructure Asset: An infrastructure asset (core and non-core municipal infrastructure assets), including a green infrastructure asset, directly owned by a municipality or included on the consolidated financial statements of a municipality, but does not include an infrastructure asset that is managed by a joint municipal water board.

Stakeholder: A person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity.

Public: Residential, commercial, industrial, and institutional stakeholders, and any other stakeholders that rely on City or Library owned infrastructure assets.

Replacement Value: The cost the City and the Library would incur to completely replace an infrastructure asset, at a selected point in time, at which a similar level of service would be provided. This definition can also be referred to as 'Replacement Cost'.

Tangible Capital Assets (TCA): A legislative reporting requirement specified by Section PS 3150 in the Public Sector Accounting Board Handbook to identify asset inventories, additions, disposals and amortization on an annual basis.

List of Acronyms

LOS: Level of Service

AMP: Asset Management Plan

New and Ongoing Business:

Family Literacy Day: Andie Lennox and Marion Baker volunteer to be in attendance from 10 a.m. – 12 noon to hand our free books to children visiting the Library on Saturday, January 24th. Secretary Marion will send out a notice regarding two volunteers are also needed to help from 12 noon until 2 p.m.

New Book Sale Committee for May:

Due to fewer members in attendance, it is decided to hold further discussion re a Book Sale Committee at the February meeting.

Discussion of Pot Luck:

It is suggested that September 9th be considered as the date for a future pot-luck/meeting. Further discussion to be held.

Date of Next Meeting:

Wednesday, February 11, 2026 at 5:00 p.m. in the library meeting room.

Adjournment:

Chair Matthew moves that the meeting be adjourned.

Matthew Lloyd, Chair _____

The meeting is adjourned at 5:32 p.m.



Subject: CEO Report

Action: For Information

Prepared by: Lindsay Harris

Meeting of: March 10, 2026

Library Space

During late February and early March, Management completed the move into the new office space adjacent to the library. We have also found the extra staff meeting space quite valuable.

Community Connections and Partnerships

I attended a webinar presented by the Municipal Exchange discussing *Innovative Library Service Delivery: Adapting to the Digital World*. Three Ontario library systems presented various initiatives covering services to seniors, AI education, and partnerships for community services. This presentation brought forward some interesting ideas that align with some of our upcoming programming and service priorities.

Administrative Priorities

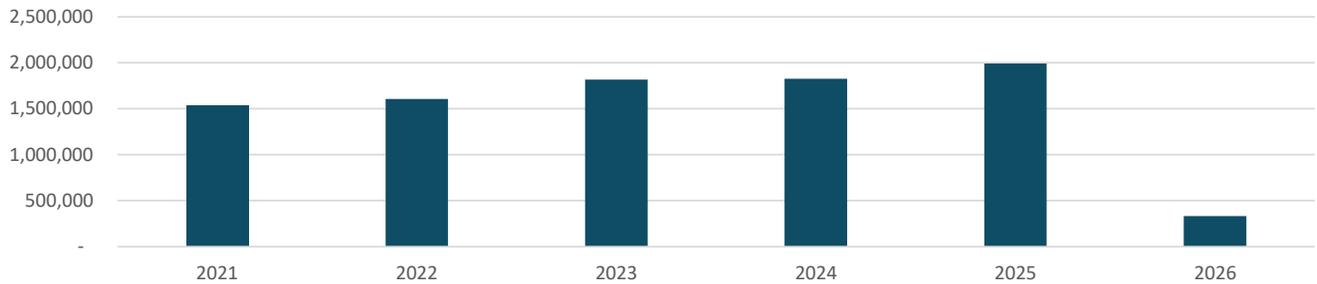
Much of the past month has been spent working through a comprehensive review of 2025 to facilitate the completion of both the VOLT statistics as well as the Ministry's Annual Survey of Public Libraries.

Through this process, we have been able to view potential gaps in programming and services as well as analyze the effectiveness of programming and initiatives from the previous year.



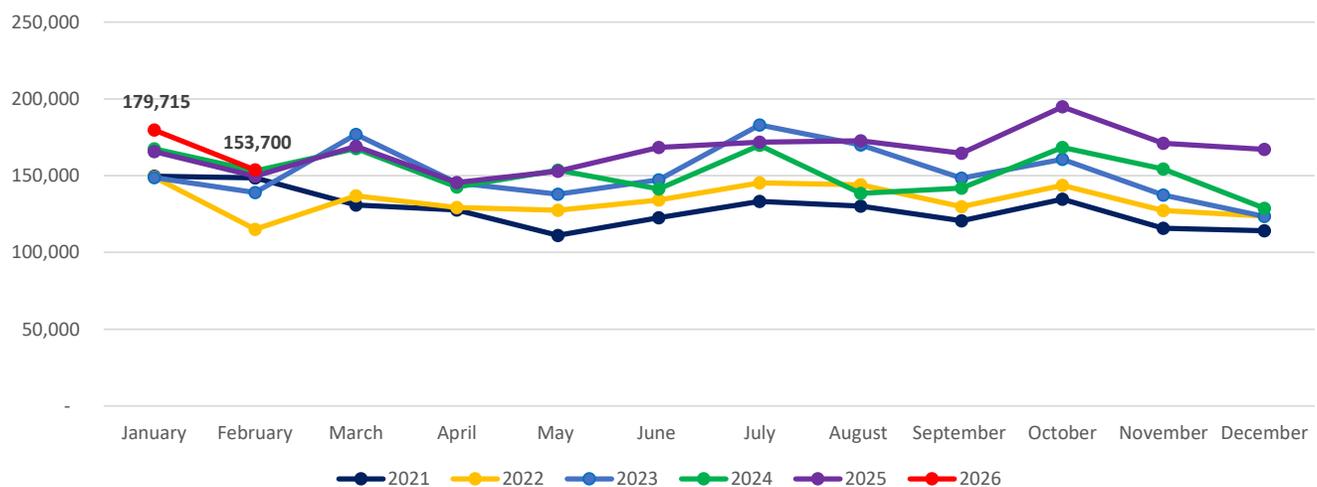
WOODSTOCK Public Library

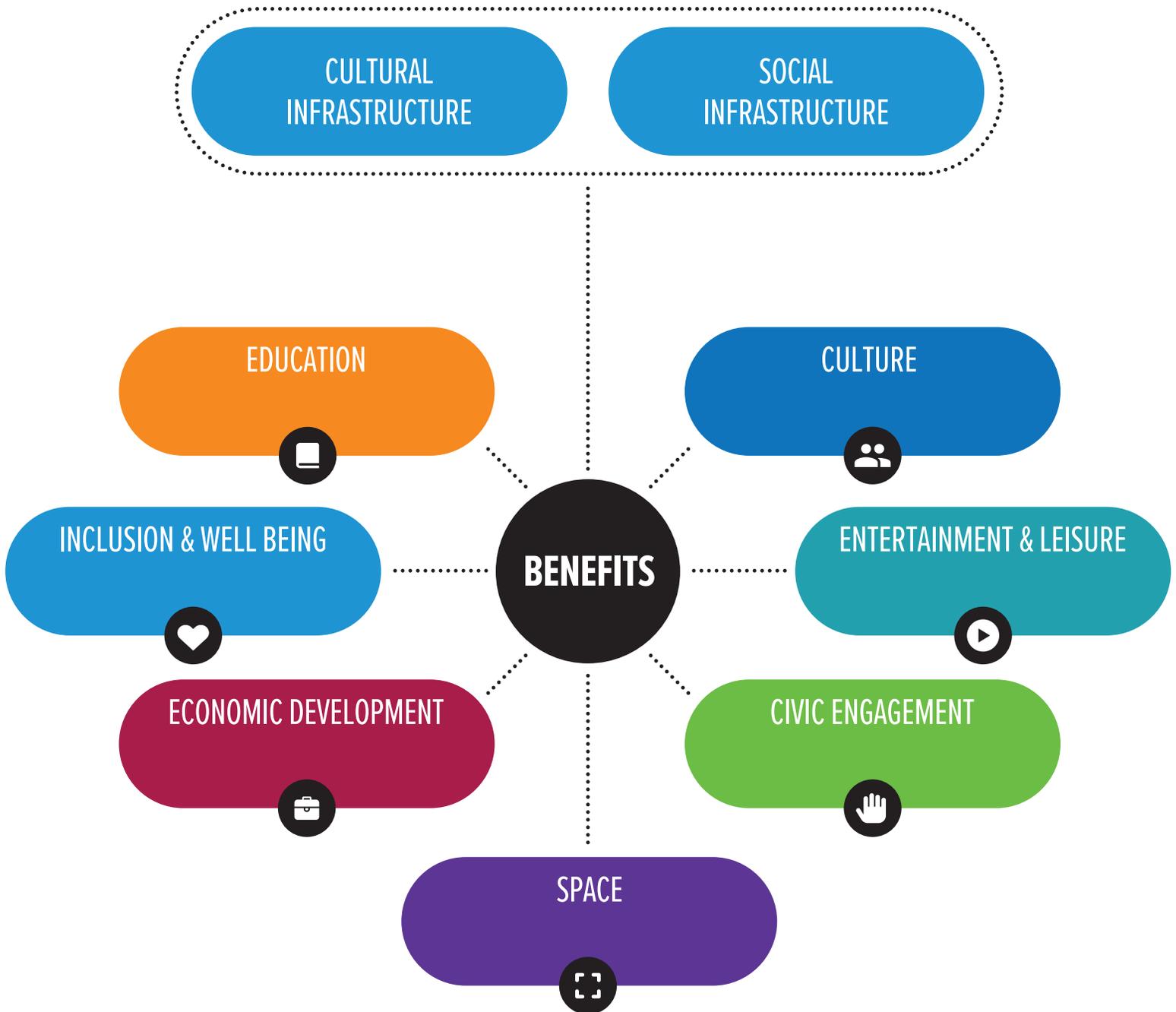
Total Library Uses 2020 - 2025 YTD



2026	Total Circulation	In Person Visits	Electronic Visits	Social Media Engagements	Program Attendance	Public Computer Use	WIFI Access	Database Searches	Total Library Uses
January	25,629	13,126	91,920	39,923	1,419	1,073	1,544	5,081	179,715
February	23,965	11,862	83,062	27,164	1,255	1,011	1,412	3,969	153,700
March									-
April									-
May									-
June									-
July									-
August									-
September									-
October									-
November									-
December									-
TOTAL	49,594	24,988	174,982	67,087	2,674	2,084	2,956	9,050	333,415

Total Library Uses by Month 2021-2026







Subject: Library Board Code of Conduct

Action: For Review and Approval

Prepared by: Lindsay Harris

Meeting of: March 10, 2026

Recommendations

That the Library Board approves the Library Board Code of Conduct as presented (or amended).

Introduction & Discussion

The Library Board Code of Conduct outlines the legislative expectations and objectives of the Board as well as limitations of members of the Library Board.

Last reviewed in 2020, this version contains minor edits to spelling and grammar. It has also been reformatted for accessibility as well as edits to policy names that have been updated and/or renamed over the past six years.



Woodstock Public Library Policy

Policy Name: Library Board Code of Conduct

Category: Governance

Version: 10 March 2026

POLICY STATEMENT AND RATIONALE

The purpose of this policy is to provide a statement of philosophy and identify key objectives respecting a code of conduct and executive limitations for members of the Woodstock Library Board.

SCOPE

This policy applies to all members of the City of Woodstock Public Library Board.

General Principles

1. Responsibility for the implementation of this policy will lie with the Chair of the Library Board.
2. The Code of Conduct and the references within it shall apply to all Library Board members. Members are expected to follow this Code, Library Board By-laws, and all policies.
3. To ensure the highest standards of conduct by Library Board members, the Code of Conduct is to be given broad, liberal interpretation in accordance with applicable legislation and the definitions set out herein in a manner that is fair, impartial, and unbiased.

General Code of Conduct

The Woodstock Public Library Board commits itself and its members to achieving the highest standards of ethical, businesslike, and lawful conduct by its members, including the proper use of authority and appropriate decorum, which is essential to maintaining and ensuring public trust and confidence in the Library.

The Library Board will govern with a style that emphasizes:

- encouragement of, and respect for, diverse opinions;
- strategic leadership;
- clear distinction between Board and CEO roles; and
- collective, rather than individual, decisions.

Furthermore, the Library Board will:

- operate in all ways mindful of its civic trusteeship obligations to the City of Woodstock;
- speak with one voice;
- ensure continuous good governance through periodic discussion of process improvement; and
- monitor and discuss the Board's performance.

Fiduciary Duty

Board members have a fiduciary duty to act honestly and in good faith and in the best interests of the Library. They must represent un-conflicted loyalty to the interests of the Library. This accountability supersedes any conflicting loyalty to special interest groups, other boards, or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of the Library services.

Board Member's Commitment

To build efficient and effective relationships, Board members commit to communications that build mutual expectations and trust. Accordingly, all Board members shall:

- exercise honesty in all communications;
- demonstrate respect for each other's opinions;
- focus on issues, not personalities;
- build and practice trust;
- maintain focus on shared goals;
- communicate in a timely manner;
- respect majority decisions of the Board;
- withhold judgment on issues until fully informed and discussed;
- seek to understand and be understood;
- use executive sessions appropriately and judiciously;
- maintain confidentiality;
- openly share personal concerns, issues, and agendas;
- assume a non-defensive posture, taking the initiative to communicate and ask questions for clarification;
- share information and knowledge that constructively contributes to Board work;
- give direction as a whole, not as individuals; and

- make every reasonable effort to protect integrity and promote the positive image of the Library, the Library Board, and each other.

Library Board members will not:

- fail to observe and comply with the principles of the Code of Conduct;
- fail to observe and comply with every provision of the Code of Conduct, as well as all other policies and procedures affecting the members, acting in their capacity as a member of the Library Board;
- fail to respect the integrity of the Code of Conduct and inquiries and investigations conducted under it;
- undertake any act of reprisal or threaten reprisal against a complainant or any other person for providing relevant information during an investigation;
- obstruct an investigation, or any other library or municipal official involved in applying or furthering the objectives or requirements of the Code of Conduct, in carrying out of such responsibilities, or pursuing any such objective;
- use the influence of their office for any purpose other than for the lawful exercise of their official duties; or
- fail to properly prepare for Board deliberations.

Commitment to *One Voice*

The citizens of the City of Woodstock are represented by the Library Board acting as a body. Consequently, the City of Woodstock Public Library is answerable to the Library Board as a body, not to individual Board members. The Library Board fails to be accountable to the public if it allows any breach in this principle. Therefore, individual Board members are committed to proper use of their authority and decorum consistent with maintaining the integrity and discipline of Library Board leadership. Accordingly, Board members will:

- make no attempt to exercise authority over the Library except through setting and following explicitly written Board policies;
- respect Board decisions:
 - Regardless of individual dissent, once the Board has made a decision, each Board member will respect the decision of the Board.
 - Library Board decisions are only those that have been voted upon or have been reached at an official Board meeting. These will be written as policies, or in the case of short-term projects or processes, will be reflected in the minutes of the meeting. Comments by individual Board members, even if they are not challenged, will not reflect a Board decision.
 - Although all members are at liberty to express differences of opinion on Board issues at the Board level as passionately as desired, individual members may not direct their differences of opinion in a manner which would create polarization or undermine a decision of the Board majority.

- Members will not individually render judgments on CEO or staff performance apart from compliance with Board policies as monitored by the Board as a body.

While the Board expects individual members to be given common courtesy, it does not require the CEO and staff to heed any individual member's opinions or instructions. An individual member's interactions with the CEO or staff must recognize that individual members have no authority over staff and no authority to insert themselves into staff operations except when explicitly authorized by the Board through the CEO.

- No Board member can place themselves between staff members in their disputes or negotiations.
- Any information requested by a Board member of library personnel must be brought to the Library Board for approval.
- Nothing contained in this policy is intended to restrict or discourage normal and open communication between the governing Board, staff and community.

An individual Board member's interaction with the public, press, or other entities must recognize the same limitation, and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions. Individual board members may express their own opinions as long as it is understood that they are not speaking on behalf of the Board.

Board members are to respect and never violate the confidentiality of Library Board deliberations and decisions made in-camera. This means that no information, however a member may feel about it, will be shared with any person not on the Library Board. Board members are to focus on what needs to be accomplished at the Board table (i.e. policy development, monitoring adherence to policies, major issues, etc.).

- If issues are raised by community members, staff or Board members about which the Board already has a policy, the Chair or CEO will state the policy. Discussion will center on whether the concerns justify needed changes to the policy, or whether compliance monitoring of the policy is needed.
- The CEO will keep a list of potential issues for policy discussion as they arise so that the Board may discuss issues in the context of policy making, at an appropriate time, with all necessary information.
- Responsibilities delegated to the Chair or to any Board members will be performed and reported to the Board on a thorough and timely basis.

Board members are to keep personal concerns and differences with other Board members from impacting the functioning of the Board.

Conflict of Interest

- The Board shall abide by the *Municipal Conflict of Interest Act R.S., c. 299, s. 1.*

- Members will disclose their involvement with family members, relatives, other organizations, vendors, or any other associations that might produce a conflict.
- Members are encouraged to seek guidance from legal advisors when they become aware that they may have a conflict between their responsibilities to the public as a member and any other interest, including a direct or indirect pecuniary interest.
- When a Board member has a direct or indirect pecuniary interest in any matter, and is present at a Board meeting at which the matter is the subject of consideration, the Board member, in accordance with the *Municipal Conflict of Interest Act, Section 5(1)*, shall:
 - prior to any consideration of the matter at the meeting, disclose the interest, and the general nature thereof;
 - not take part in the discussion of, or vote on any question in respect to the matter; and
 - not attempt in any way whether before, during or after the meeting to influence the voting on any such question.
- Members must make decisions based on an impartial and objective assessment of each situation, free from the influence of gifts, hospitality or benefits. Members must avoid both the reality and appearance of impropriety with organizations and people with whom they deal.

Confidential Information

- Members shall not disclose or release by any means, including social media, to any person either in oral or written form any confidential information acquired by virtue of their office except when required by law to do so.
- Members have a duty to hold in strict confidence all information concerning matters dealt with in meetings closed to the public in accordance with the *Public Libraries Act*, or any other legislation.
- All information, documentation, or deliberation received, reviewed, or taken in closed sessions of the Board or its committees is confidential unless the matter ceases to be confidential as determined by the Board.
- No member shall:
 - obtain access, or attempt to gain access, to confidential information in the custody or control of the Library except when required or authorized by the Board or otherwise by law to do so;
 - disclose, release or publish by any means, including social media, any confidential information acquired by virtue of their office, in any form except when required or authorized by the Board, or otherwise by law to do so;
 - use confidential information for personal or private gain or benefit, or for the personal or private gain or benefit of any other person or body;
 - disclose or discuss, through written, electronic, or oral communication, to any individual or corporate third party, any information that has been or will be discussed at a closed session meeting of the Board or a Board Committee until such time that the

Board or a Board Committee has determined or has been advised by staff that the matter, or any part of the matter, can be made public subject to review under the *Municipal Freedom of Information and Protection of Privacy Act*, or if directed to do so by a court;

- When a Board member ceases to be a member, the duty to not disclose or release any confidential information acquired by virtue of their office, except when required by law to do so, continues.

Board, Staff, and Public Relations

Members shall accurately communicate the decisions of the Board even if they disagree with the majority decision of the Board, and by doing so affirm respect and integrity in the decision-making process of the Board.

Members shall respect that staff have an obligation to act impartially, and in accordance with all Library policies and procedures.

It is acknowledged that staff have an obligation to recognize that Board members have been duly appointed by City Council to serve the residents of Woodstock, and respect the role of the Board in directing the actions of the Library.

Board members shall:

- acknowledge and respect the fact that staff work for the Library as a corporate body, and are charged with making recommendations that reflect their professional expertise and corporate objectives;
- acknowledge and respect the fact that staff carry out the policies of the Library Board as a whole and administer the policies of the Board, and are required to do so without any undue influence from any individual Board member or group of Board members; and
- respect the administration structure and direct any staff performance concerns through the Library CEO.

No Board member shall:

- publicly criticize individual staff in a way that casts aspersions on their professional competence and credibility;
- compel staff to engage in partisan political activities, or subject staff to threats or discrimination for refusing to engage in such activities; or
- use their authority or influence to threaten, intimidate, or coerce staff or improperly interfere in the lawful exercise of the duties of staff.

The content of any Board member's communications, regardless of method of communication, shall be accurate, honest, and respectful of other people, including other members, staff, and the public.

In the use of social media, Board members shall adhere to the Library's policies and guidelines regarding social media use.

When using social media, Board members shall not:

- attempt to cover, disguise, or mislead as to their identity or status as a member of the Library Board;
- use social media in any way that would violate any policy or procedure, made pursuant to the *Occupational Health and Safety Act* or the *Human Rights Code*; or
- publish anything that is dishonest, untrue, offensive, disrespectful, constitutes harassment, or is defamatory or misleading in any way.

Use of Library Property

Members shall not use any Library property other than the purposes connected with the discharge of their official duties or associated community activities having the sanction of the Board, and in compliance with Library policies.

Members shall not obtain financial gain or advantage from the use of Library property while an elected official or thereafter.

Acceptance of Gifts, Benefits, and Hospitality

No Board member shall accept a gift, hospitality or benefit that is connected directly or indirectly with the performance of their duties unless permitted by the exceptions listed below. For these purposes, a gift, hospitality, or benefit paid to a member's spouse, child, or parent that is connected directly or indirectly with the performance of the member's duties of office is deemed to be a gift to that member.

It is recognized that the extension and acceptance of forms of hospitality (including invitations to events, outings, engagements, performances, etc.) is within the normal official duties of a member, provided that:

- members do not allow themselves to reach a position whereby they might be, or be deemed by others to have been, influenced in making a decision due to the offering or acceptance of such hospitality;
- it serves a legitimate business purpose related to the responsibilities of the member;
- the person extending the invitation or a representative of the organization is in attendance; and
- the value and frequency are reasonable.

Board members may not participate in any Library contest open to members of the public. Even in the case where a Board member may be considered to be participating as a customer (i.e. attending an adult program with a door prize), they are still not eligible to participate in the contest component of the program.

Immediate family members of Board members may only participate in Library contests where the winners are chosen randomly.

Members are not precluded from accepting:

- personal gifts, benefits, rewards, commissions or advantages from any person or organization which are wholly unconnected with the performance of official duties;
- services provided without compensation by persons volunteering their time;
- invitations from charity or not-for-profit organizations to attend their events;
- food and beverages banquets, receptions, ceremonies or similar events;
- a memento received by a member at a function honoring the member;
- a memento received as a result of being a speaker, participant, or representative of the Library Board at an event;
- gifts or benefits received as an incident of social protocol, customs, or social obligations that normally accompany the performance of official duties;
- small gifts or draw prizes received at conferences; and
- food, lodging, transportation, and entertainment provided by other libraries, other levels of government, or by other local boards, commissions, or the government of a foreign country.

In case of categories identified previously, if the value of the gift or benefit exceeds \$300, or if the total value received from any one source during the calendar year exceeds \$500, the member shall within 30 days of receipt of the gift or benefit, or reaching the annual limit, complete a Disclosure Statement, and submit it to the Library CEO. The Disclosure Statement shall include:

- the nature of the gift or benefit;
- its source and date of receipt;
- the circumstances under which it was received; and
- its estimated value.

Disclosure Statements are a matter of public record and shall be maintained by the Board Secretary in accordance with any records retention rules established by the Library Board.

A record of the disclosure shall be recorded in the minutes of the meeting and entered into a registry of disclosures maintained by the Board Secretary in accordance with the *Municipal Conflict of Interest Act, Section 6(1)*.

Members are responsible for tracking and monitoring any gift or benefit received during the calendar year to ensure compliance with the reporting requirements of the Code. Members shall return any gifts or benefits, or not accept hospitality, which does not comply with these guidelines, along with an explanation of why the gifts, benefits, or hospitality cannot be accepted.

Board members who receive cash honoraria from individuals or organizations for participation in events as a Library Board member will turn the honoraria over to the Library.

Respect in the Workplace

Members shall be governed by the Library's Prevention of Workplace Violence and Harassment Policy, and any other similar policy or procedure, in accordance with the *Occupational Health and Safety Act, the Human Rights Code*, or any other subsequently adopted applicable provincial or federal legislation or Library policy. Members have a duty to treat members of the public, one another, and staff appropriately and without engaging in workplace harassment, workplace sexual harassment, abusive conduct, discrimination, and workplace violence.

Enforcement

The Board and its members are committed to faithful compliance with the provisions of the Board's policies.

Any individual, including members of the public, staff, or another Board member, who has reasonable grounds to believe that a Board member has contravened the Code or any other Library Board policy, as well as in the event of disputes between Board members that interfere with the ability of the Board to carry out its business, may proceed with a complaint, and seek remedy by the process outlined below.

- All discussions and facilitated meetings will be conducted, without prejudice, be confidential, neutral, impartial and fair.
- Complaints pursuant to the Code of Conduct must be submitted within six weeks after the alleged incident. No action will be taken on a complaint received six weeks after the alleged violation, with the exception to incidents concerning Conflict of Interest and the Respect in the Workplace section of this policy.
- Where a complaint is an allegation that a Board member has contravened the "Respect in the Workplace" provisions of the Code, the timeframes for submission of a complaint shall be in accordance with the provisions of the Prevention of Workplace Violence and Harassment policy and procedures.
- Where a complaint is an allegation that a Board member has contravened provisions of the Code of Conduct, the Board may choose to adopt and use the City of Woodstock's procedures as outlined in City of Woodstock's *Code of Conduct for Council, Advisory Committees and Local Boards of the Municipality*.
- Where a complaint is an allegation that a Board member has contravened the Conflict of Interest section of this policy, the actions of the Board will be in accordance with by the *Municipal Conflict of Interest Act*.
- Complaints are to be made in writing to the Board Chair, Vice Chair, or any other member.
- Any notes or written documentation will be handled, filed, and managed in the same manner as the minutes of In-camera Board meetings.

- Recognizing that the nature of alleged violations of policy may vary from minor violations to major violations, the Board member(s) facilitating the process shall select an appropriate approach from the following options. If the initial approach is not successful or additional information about the nature of the alleged violation becomes available, an alternate approach shall be followed. The following processes are available to the investigating members:
 - Conversational – For minor violations, a private conversation between the parties involved and the member facilitating the process may be held to reach an understanding of the situation/issue, and decide on a solution/resolution.
 - Ad Hoc Committee – For non-minor violations, an ad hoc committee shall be formed to manage the complaint process. The committee shall be comprised of the Board Chair (or Vice Chair), a City Council Board member, and one citizen/community Board member. In the event that the conduct of one or all three of these members is the subject of the complaint, other Board members will be designed to facilitate the process,
 - An independent mediator shall be appointed by the Woodstock City Clerk. The Library CEO will provide support for the committee.
- The steps the Ad Hoc Committee will take to facilitate a solution/resolution will include, but are not limited to:
 - Complainant(s) Explanation of the Situation/Issue: The complainant(s) shall first be provided the opportunity to explain their views of the situation/issue.
 - Responding Party View of the Situation/Issue: The respondent(s) shall then be given the opportunity to explain their view of the situation/issue.
 - Explore Possible Solutions/Resolutions.
 - Agree on a Solution/Resolution: The identification and agreement on a resolution may be a challenging process depending on the nature of the issue. Likewise, the solution/resolution may vary in complexity from a verbal apology to something more involved. The solution/resolution should be specific about what is to be done by whom, where, and when. Timeline expectations should be included in the stated solution.
 - Upon the recommendation of the Ad Hoc Committee, the agreement reached by Ad Hoc Committee shall be brought to the Board for approval.
 - The ruling of the Board shall be final. Should the Board member refuse to abide by the ruling, the Board may table the matter pending determination of disciplinary action. Such action may include formal or informal censure by the Chair (as authorized by the Board), or a request for the Board member's resignation.
- Referral to Independent Mediator – Complaints of a serious nature may be referred to an independent mediator that shall be appointed by the Woodstock City Clerk, or, if applicable and where required by law, complaints shall follow existing Library Board policy processes (e.g. Workplace Harassment and Discrimination, Human Rights violations, etc.).

- The Board may request the services of the City of Woodstock's Integrity Commissioner, as an independent investigator.
- Referral to Investigative Authority – Allegations of illegal activity shall be immediately referred to the appropriate law enforcement authorities for investigation. The Board may rule that any member against whom such allegations are made be requested to take a leave of absence from the Board pending completion of the investigation.

Disqualification of Board Members

The Public Libraries Act, R.S.O. 1990, Chapter P.44, sets out criteria for the disqualification of Library Board members. A Board member who meets any of the criteria for disqualification as set out in the Act, and its amendments, shall inform the Chair immediately of their failure to meet the requirements for Board membership.

Implementation

Upon the adoption of this Code and thereafter at the beginning of each term, Board members will be expected to sign the Code to convey to each other and all stakeholders that they have read, understood and accept the conditions and terms set out by the policy.

A Code of Conduct component will be included as part of the orientation workshop for Board members.

Members are expected to formally and informally review their adherence to the provisions of this Code on a regular basis, or when so requested by the Board.

This Code shall be subject to review once per Board term.

RELATED DOCUMENTS AND POLICIES

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

Municipal Act, 2011, S.O. 2001, c. 25

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

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56

Occupational Health and Safety 2009, S.O. 2009, c.23

Human Rights Code, R.S.O.1990c.H.19

City of Woodstock – Code of Conduct for Council, Advisory Committees and Local Boards of the Municipality

Board Procedural By-laws

Prevention of Workplace Violence and Harassment Policy

DOCUMENT REVISION RECORD

Adoption Date: 14 January 2020
Review Cycle: Once per Term
Last Reviewed: 10 March 2026
Resolution No.: 26-



Subject: Woodstock Public Library Board By-Laws

Action: For Information and Action

Prepared by: Lindsay Harris

Meeting of: March 10, 2026

Introduction

The Woodstock Public Library Board By-Laws direct the work of the Library Board and are therefore an essential guide for the current and future Library Board. While the Library Board can elect to change their by-laws at any point during their term, best practices dictate that the Board makes time to review the by-laws at some point during their tenure.

Discussion

Reviewing and potentially changing the by-laws is a multi-month process outlined within the by-laws themselves. To facilitate this revision, the following schedule is proposed:

March 10, 2026 meeting – Call for any proposed by-law amendments.

April 1, 2026 – All proposed by-law amendments to be received by the Library CEO.

April 14, 2026 meeting – Reading and discussion of proposed by-law amendments.

May 12, 2026 meeting – Voting on proposed by-law amendments.

Should no amendments be proposed to the CEO by the April 1, 2026 deadline, voting on the by-laws will take place during the April 14, 2026 meeting instead of May 12, 2026. Any proposed amendment requires a supermajority vote to pass, which is at least five members of the Board in its current makeup.



Woodstock Public Library Policy

Policy Name: Board Procedural By-law

Category: Governance

Version: 25 November 2019

POLICY STATEMENT AND RATIONALE

The purpose of this policy is to provide a statement of authority and identify key objectives respecting the procedural by-laws of the Woodstock Public Library Board.

SCOPE

This policy shall apply to the Woodstock Public Library and the Woodstock Public Library Board.

DEFINITIONS

In reading and interpreting this policy, the following definitions shall apply:

“Board” means the Woodstock Public Library Board.

“CEO” means the Chief Executive Officer of the Woodstock Public Library.

“City” means the Corporation of the City of Woodstock.

“City Clerk” means the Clerk of the Corporation of the City of Woodstock.

“Council” means the Council of the City of Woodstock.

“Library” means the Woodstock Public Library.

“Supermajority” means a majority that is greater than a simple majority.

POLICY, PROCEDURE AND IMPLEMENTATION

1.0 Statement of Authority

The Woodstock Public Library Board bears legal responsibility for the Library by ensuring that it operates in accordance with the Public Libraries Act, R.S.O. 1990, c P.44. The purpose of this section is to define the legal authority of the Board.

- 1.1 In accordance with the Public Libraries Act, s. 3(1), the Council of the municipality of the City of Woodstock has established the City of Woodstock Public Library by the adoption of City By-law 8657-11.
- 1.2 The City of Woodstock Public Library is appointed by the Council of the City of Woodstock. In accordance with the Public Libraries Act, s. 3(3), the Woodstock Public Library Board is a corporation in its own right and is responsible for the management and control of the City of Woodstock Public Library.
- 1.3 The responsibilities of the Board to Council and Council to the Board are laid out in the Public Libraries Act.
- 1.4 This by-law shall be observed for the order and dispatch of business and shall regulate the conduct and duties of its members and officers. Where there is any conflict between this by-law and the Public Libraries Act as amended or other acts, the relevant legislation shall take precedence.
- 1.5 The Head Office of the Board shall be at the Woodstock Public Library; 445 Hunter Street, Woodstock, Ontario, N4S 4G7, or as amended from time to time.

2.0 Composition of the Board

Where required, the Library Board adheres to the Public Libraries Act, R.S.O. 1990, c. P44 as it relates to its composition. The purpose of this section is to guide City Council's appointment process and the Library Board's appointment of its officers.

- 2.1 The Public Libraries Act, s. 9(1) prescribes a board of no fewer than five (5) members and gives the municipality the power to make appointments. In accordance with City of Woodstock By-law 9251 (November 1, 2018), City Council endorses a board of seven (7) members that consists of:
 - a) four (4) citizen members of the municipality, who are qualified under the Public Libraries Act, and
 - b) three (3) members of City Council.
- 2.2 In accordance with the Public Libraries Act, s. 10(4), City Council will appoint all Library Board members at the first meeting of Council in each term.

- 2.3 In accordance with Public Libraries Act, s. 10(2)(a), City Council shall not appoint more of its own members to the Library Board than the number that is one less than a majority of the Board.
- 2.4 In accordance with the Public Libraries Act, s. 10 (3), a Library Board member shall hold office for a term concurrent with the term of the appointing City Council, or until a successor is appointed.
- 2.5 A Library Board member may be re-appointed for one or more terms.
- 2.6 A Library Board member seeking re-appointment must follow the same process of application for consideration as for new candidates to the Board.
- 2.7 In accordance with the Public Libraries Act, s. 13, any member of the Library Board will be disqualified, if they:
- a) are convicted of an indictable offence;
 - b) become incapacitated;
 - c) are absent from the meetings of the Board for three (3) consecutive months without being authorized by a Board resolution;
 - d) cease to be qualified for membership under clause 10(1)(c) of the Public Libraries Act; or
 - e) otherwise forfeits his or her seat.
- 2.8 In accordance with the Public Libraries Act, s. 13, if any members of the Library Board are disqualified from holding office, the remaining Board members shall forthwith declare the seat vacant, and notify City Council accordingly.
- 2.9 In accordance with the Public Libraries Act, s. 12, when a vacancy arises in the membership of the Library Board, City Council shall promptly appoint a person to fill the vacancy, and to hold the office for the unexpired term, except where the unexpired term is less than forty-five days. The new appointment's term will be concurrent with the term of the Library Board.
- 2.10 Resignations from the Board should be presented in writing to Library Board Chair, with a copy for the City Clerk.

3.0 Purpose of the Board

The purpose of the Woodstock Public Library Board is to govern the affairs of the public library in service to the community. The purpose of this section is to set out the work of the Library Board, and the ways in which the Board achieves its purpose.

- 3.1 The Library Board oversees the development of a comprehensive and efficient public library service by:
- a) expressing the Library's philosophy and values;
 - b) articulating the Library's vision, mission, and priorities;
 - c) evaluating results of activities and services used to achieve goals;
 - d) setting policies on governance and service;
 - e) delegating authority to the Chief Executive Officer (CEO) and evaluating her/his performance;
 - f) planning for further library development;
 - g) securing the resources to achieve the intended results; and
 - h) advocating for Library service.

- 3.2 The Library Board governs effectively by:
- a) representing the interests of the community;
 - b) engaging the community in determining responsive and dynamic library services;
 - c) acting as a bridge between the Library and the Council;
 - d) working collaboratively with the CEO and the Council;
 - e) setting an annual Board agenda that reflects current goals and strategic issues;
 - f) working proactively and making decisions that focus on the Library's future and place in the community; and
 - g) evaluating the Library Board's own performance.

4.0 Powers and Duties of the Board

The Library Board bears the legal responsibility for the City of Woodstock Public Library. The powers and duties of the Board are prescribed in the Public Libraries Act, R.S.O. 1990, c. P44, to which this By-law adheres.

- 4.1 In accordance with the Public Libraries Act, s. 20, the Woodstock Public Library Board:

- a) shall seek to provide a comprehensive and efficient public library service that reflects the community's unique needs;
- b) shall operate one or more libraries and ensure that they are conducted in accordance with this Act and the regulations;
- c) may operate special services in connection with a library as it considers necessary;
- d) shall fix times and places for Board meetings and the mode of calling and conducting them, and ensure that full and correct minutes are kept;
- e) shall make annual report to the Minister and make any other reports required by this Act and the regulations or requested by the Minister from time to time;
- f) shall make provision for insuring the Board's real and personal property;
- g) shall take proper security for the treasurer; and
- h) may appoint such committees as it considers expedient.

5.0 Duties and Responsibilities of Individual Board Members

The Woodstock Public Library Board expects its members to understand the extent of their authority, and to use it appropriately. The purpose of this section is to set out the obligations of individual Library Board members. Additional information concerning the code of conduct and executive limitations of Board members are detailed in the Library Board Members' Code of Conduct Policy.

- 5.1 Each Board member is expected to become a productive participant in exercising the duties of the Board as a whole.
- 5.2 Individual members of the Board are responsible for exercising a Duty of Diligence as follows:
 - a) be informed of legislation under which the Library exists, Board by-laws, mission, vision and priorities;
 - b) be informed about the activities of the Library and the community and issues that affect the Library;
 - c) attend Board meetings regularly and contribute from personal, professional and life experience to the work of the Board;
 - d) be prepared for all Board meetings and use meeting time productively; and

- c) adhere to the regulations of the Municipal Conflict of Interest Act R.S.O. 1990, c. M50.
- 5.3 Individual members of the Board are responsible for exercising a duty of loyalty to the Board.
- 5.4 Individual members of the Board are responsible for exercising a “Duty of Care”, as follows:
- a) promote a high level of library service;
 - b) consider information gathered in preparation for decision making;
 - c) assume no authority to make decisions outside of Board meetings;
 - d) know and respect the distinction in the roles of the Board and the staff;
 - e) respect the confidential nature of library service to users while being aware of, and in compliance with, applicable laws governing freedom of information; and
 - f) resist censorship of library materials by groups or individuals.

6.0 Terms of Reference of Officers

The Woodstock Public Library Board elects and appoints officers. The officers must ensure the proper functioning of the Board and the proper conduct of Board business, in accordance with the appropriate legislation and prescribed rules of procedure. The officers are the Chair, the Vice-Chair, the Secretary, the Treasurer and the Chief Executive Officer (CEO). This By-law outlines the responsibilities of these officers.

6.1 Terms of Reference of the Chair

6.1.1 In accordance with the Public Libraries Act, R.S.O. 1990, c. P44 s. 14(3), a Board shall elect one of its members as Chair at its first meeting in a new term.

6.1.2 The term of the office for the Chair of the City of Woodstock Public Library shall be for the term of the Board.

6.1.3 The Chair leads the Board, acts as an official representative of the Library, ensures the proper functioning of the Board, and the proper conduct of Board business, in accordance with appropriate legislation and prescribed rules of procedure adopted by the Board.

6.1.4 The Chair will:

- a) preside at regular and special meetings of the Board;

- b) set the agenda in consultation with the CEO;
- c) ensure that business is dealt with expeditiously, and help the Board work as a team;
- d) in accordance with the Public Libraries Act, s. 16(6), vote on all questions;
- e) act as an authorizing signing officer of all documents pertaining to Board business;
- f) co-ordinate the CEO evaluation process;
- g) share with the CEO the responsibility for conducting Board orientation;
- h) co-ordinate the Board's self-evaluation process;
- i) represent the Board, alone or with other members of the Board, at any public or private meetings for the purpose of conducting, promoting or completing the business of the Board; and
- j) not commit the Board to any course of action in the absence of the specific authority of the Board.

6.2 Terms of Reference of the Vice-chair

6.2.1 The election of the Vice-chair shall take place at the first meeting in a new term of the Board.

6.2.2 The term of the office of the Vice-chair of the Woodstock Public Library Board shall be for the term of the Board.

6.2.3 In accordance with the Public Libraries Act, s. 14(4), the Board, in the absence of the Chair, may appoint an acting Chair. The Vice-chair is deemed to be appointed acting Chair in the absence of the Chair.

6.3 Terms of Reference of the Secretary

6.3.1 The Chief Executive Officer of the Woodstock Public Library shall serve as Secretary to the Board.

6.3.2 In accordance with the Public Libraries Act, s. 15(3), the Secretary will: conduct the Board's official correspondence; and keep minutes of every meeting of the Board. In addition, the Secretary will:

- a) prepare the agenda prior to each Board meeting, in cooperation with the Board Chair;

- b) distribute the agenda, with all reports and enclosures, to all Board members prior to the relevant Board meeting; and
- c) distribute the minutes to all Board members not less than three days prior to the next Board meeting.

6.4 Terms of Reference of the Treasurer

6.4.1 In keeping with the degree of financial integration of the Woodstock Public Library Board with the City of Woodstock, the City of Woodstock Treasurer shall be the Treasurer to the Board.

6.4.2 The Treasurer is responsible for all the financial record-keeping of the Board. In accordance with the Public Libraries Act, s. 14(4), the Treasurer will:

- a) receive and account for all the Board's money;
- b) open an account or accounts in the name of the Board in a chartered bank, trust company or credit union approved by the Board;
- c) deposit all money received on the Board's behalf to the credit of that account or accounts; and
- d) disburse the money as the Board directs.

6.4.3 In addition, the Treasurer will act as an authorized signing officer of all documents pertaining to the financial business of the Board.

6.5 Terms of Reference of the Chief Executive Officer (CEO)

6.5.1 In accordance with the Public Libraries Act, s. 15(2), the Woodstock Public Library Board appoints the CEO, who shall attend all board meetings.

6.5.2 The Board delegates the authority for management and operations of services to the CEO.

6.5.3 As an officer of the Board, the CEO:

- a) does not vote on Board business;
- b) sits ex-officio on all the committees of the Board, and acts as a resource person;
- c) assists and supports the Board at the presentation of the Library budget before the Council;
- d) reports directly to the Board on the affairs of the Library, and makes recommendations he or she considers necessary; and

- e) interprets and communicates the Board's decisions to the staff.

7.0 Meetings of the Board

Board members must meet regularly to ensure the proper governance of the Library, and to conduct the business of the Board. Since the Board 'as a whole' has the authority to act, and not individual members, the Board meeting is the major opportunity for the Board to do its work – to make decisions, solve problems, educate Board members, and plan for the future and review monitoring or evaluation material submitted by staff. This policy sets procedures to follow for meetings and ensures compliance with the Public Libraries Act, R.S.O. c. P44.

7.1 Types of Meetings

- 7.1.1 In accordance with the Public Libraries Act, s. 16.1(2), Board meetings will be open to the public unless the subject matter being considered falls within the parameters of the Public Libraries Act, s. 16.1(4) as stated in section 7.1.5 or 7.1.6 of this by-law.
- 7.1.2 In accordance with the Public Libraries Act, s. 16(1), the Woodstock Public Library Board shall hold regular meetings once a month, at least ten (10) months each year, and at such other times as its considers necessary.
- 7.1.3 In accordance with the Public Libraries Act, s. 14(1), the first meeting shall be called by the Chief Executive Officer (CEO) of the Woodstock Public Library Board, in each new term, upon receipt of the confirmation of appointments from the City Clerk. This inaugural meeting shall be held as soon as possible, after the appointments are made by City Council. At this first meeting, the CEO oversees the election of the officers. The elections begin with the position of Chair.
- 7.1.4 In accordance with the Public Libraries Act, s 16(2), the Chair or any two (2) members of the Board may summons a special meeting by giving each member reasonable notice in writing, specifying the purpose for which the meeting is called, which shall be the sole business transacted at the meeting.
- 7.1.5 In cases where a prompt decision is required and scheduling a meeting may not be practical or expeditious, the Chair may choose to seek an electronic vote via email or other electronic means. Electronic votes may only be held once all Board members have responded to the call for the vote in writing (by email). Votes will be decided by a simple majority. Motions pertaining to changes to this bylaw shall not be conducted by electronic voting. Decisions made by electronic voting will be reported as part of the next scheduled Board meeting for ratification and inclusion in the minutes.
- 7.1.6 In accordance with the Public Libraries Act, s. 16.1(4), a meeting or part of a meeting may be closed to the public if the subject matter being considered is:
 - a) the security of the property of the Board;

- b) personal matters about an identifiable individual;
- c) a proposed or pending acquisition or disposition of land by the Board;
- d) labour relations or employee negotiations;
- e) litigation or potential litigation, including matters before administrative tribunals, affecting the Board;
- f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and
- g) a matter in respect of which a Board or committee of a Board may hold a closed meeting under another Act.

7.1.7 In accordance with the Public Libraries Act, s. 16.1(5), a meeting shall be closed to the public if the subject matter relates to the consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M56, if the Board or committee of the Board is the head of an institution for the purposes of that Act.

7.1.8 In accordance with the Public Libraries Act, s. 16.1(6), before holding a meeting or part of a meeting that is to be closed to the public, a Board or committee of the Board shall state by resolution:

- a) the purpose of the holding of the closed meeting; and
- b) the general nature of the matter to be considered at the closed meeting.

7.2 Order of Proceedings

7.2.1 Parliamentary authority

The rules contained in the current edition of Bourinot's Rules of Order shall govern the proceedings of the Library Board in case where there are no By-laws of the Board in place.

7.2.2 Call to Order

- a) Meetings shall be called to order by the Chair on the hour fixed for the meeting.
- b) In the absence of the Chair, the Vice-chair will preside over the meeting.

7.2.3 Chairing the Meeting

The function of the Chair is to act in a leadership role to the Board, ensuring that business is dealt with expeditiously, and also to help the Board work as a team. It is the duty of the Chair of the Woodstock Public Library Board to:

- a) open meetings of the Board by calling the members to order;
- b) announce the business before the Board in the order in which it is to be acted upon;
- c) receive and submit, in the proper manner, all motions presented by the members of the Board;
- d) put to vote all motions which are moved and seconded in the course of proceedings, and announce the results;
- e) decline to put to vote motions, which infringe the rules of procedure;
- f) restrain the members, when engaged in debate, within the rules of order;
- g) exclude any person from a meeting for improper conduct;
- h) enforce the observance of order and decorum among the members;
- i) authenticate, by signing , all By-laws, resolutions and minutes of the Board;
- j) instruct the Board on the rules or order;
- k) represent and support the Board, declaring its will, and implicitly obeying its decisions in all things;
- l) receive all messages and communications on behalf of, and announce them to, the Board; and
- m) ensure that the decisions of the Board are in conformity with the Laws and By-laws governing the activities of the Board.

7.3 Quorum

- a) In accordance with the Public Libraries Act, s. 16(5), the presence of a majority of the Board is necessary for the transaction of business at a meeting.
- b) Where a quorum is not present within fifteen (15) minutes of the hour fixed for a meeting, the Secretary shall record the names of the Board members present and the meeting shall stand adjourned until the next meeting, or until a special meeting is called.

- c) Nothing in the foregoing shall prohibit the members in attendance at a regular meeting, when no quorum is present, from constituting themselves as a committee dealing with such agenda items as they see fit. However, no decisions taken at such meeting may be executed until ratified by motion at a regular meeting of the Board.
- d) If notified by a majority of Board members of their anticipated absence from a meeting, the Secretary shall notify all members of the Board that the meeting is cancelled.
- e) When the number of members disabled by Conflict of Interest from participating in the meeting is such that the remaining members are not of sufficient numbers to constitute a quorum, the remaining number of members shall be deemed to constitute a quorum providing they are not fewer than two (2).

7.4 Attendance at Meetings

7.4.1 In accordance with the Public Libraries Act, s. 13(c), should a member be absent for three (3) consecutive months without being authorized by a Board resolution, the Board shall consider the member disqualified from the Board, and notify the appointing council that the seat is vacant.

7.4.2 Members shall notify the Board Secretary if they are unable to attend the regular meeting. Meeting attendance shall be recorded.

7.4.3 Board members may attend library board meetings remotely via teleconference or Internet video conferencing call.

- a) As all board meetings are open to the public, these meetings must be conducted in such a way that all members participating can hear each other, at the same time, and that the public can also hear the deliberations.
- b) A member of the library board or a committee may attend, participate and vote at an open or closed meeting remotely, if the member is prevented from physically attending because of:
 - i. personal illness or disability; or
 - ii. employment purposes or the business of the public good; or
 - iii. a family or other emergency.
- c) Members who wish to attend a meeting remotely must give notice two (2) hours before the commencement of the meeting to the Board Secretary so that the equipment can be made ready.
- d) Meeting minutes will reflect that a member is participating remotely

- e) The Vice-Chair chairs the meeting, when the Chair of the library board attends the meeting remotely.
- f) Quorum applies to the members attending in person and remotely.

7.5 Public Conduct at Board Meetings

7.5.1 Members of the Public will be courteous, and not engage in any action that disturbs the meeting.

7.5.2 Members of the public will not:

- a) make any noise or disturbance that prevents members from being able to participate in a meeting;
- b) address the Board without a prior appointment, or without Board permission at the meeting;
- c) use unparliamentarily or offensive language.

7.5.3 In accordance with the Public Libraries Act, s. 16.1 (3) the Board Chair may expel any person for improper conduct at a meeting.

7.6 Delegations

7.6.1 Delegations wishing to make a presentation to the Board regarding a specific issue must notify the CEO of their intention at least one (1) week prior to the meeting. Delegations will be scheduled at the beginning of the public portion of the meeting.

7.6.2 Presentations will be limited to five (5) minutes to each with five (5) more minutes for questions from the Board members. The matter addressed by the delegation will be discussed by the Board as a regular part of the agenda.

7.6.3 Delegations can be added to the agenda at the meeting by amending the agenda at the pleasure of the Board.

7.7 Agenda

- a) The agenda focuses the discussion in order to make good use of the Board's time. Meetings of the Board 'as a whole' do not re-do the work of the staff or of the committees.
- b) Prior to each regular meeting, the CEO, under the guidance of the Chair, shall prepare or cause to be prepared an agenda of all the items planned for the meeting and shall ensure that the agenda, supporting documentation and the minutes of the last regular meeting, including the minutes of any special or committee meeting held no less than 3

days before the planned regular meeting, are delivered to every Board member not less than 3 days before the time appointed for the commencement of such meeting.

- c) Notice of all Board meetings will be posted on the staff bulletin board in the Library and made available on the Library's website.
- d) Board members may be notified of Committee or special meetings by telephone.
- e) The order of business for all regular meetings of the Board shall be as determined by the Board.

7.8 Motions

7.8.1 All formal decisions of the Board will be made on the basis of motions.

7.8.2 Moving a Motion: To make a motion, a member must first have the floor. A motion properly moved before the Board must be dealt with before any other motion can be received, except a motion to amend or adjourn.

7.8.3 Seconding a Motion: Every motion must be seconded by a different member than the mover. A motion will not be debated until it has been moved and seconded and put on the floor by the Chair. The Chair will not put any matter to the vote, and a member will not move a procedural motion to have the vote taken, until every member who wishes to speak has spoken at least once. After members debate the motion, the Chair puts the question to a vote and announces the voting result.

7.8.4 Notice of Motion: A notice of motion shall be defined as a resolution that a member of the Board brings forward for consideration by the Board, when the context of the resolution is not urgent. Members of the Board may submit a notice on any item, which may be dealt with at the next meeting of the Board, in order to provide time for the preparation of a staff report, or added time for the Board to consider the matter further. If possible, motions should be submitted in writing at the meeting of the Board, but shall not be debated, or otherwise dealt with until the next regular Board meeting.

7.8.5 Amending a Motion: only one motion to amend the main motion will be allowed.

7.8.6 Rescinding a Motion: Motions to rescind previous resolutions require at least seventy-two (72) hours written notice. A supermajority vote is necessary to rescind a previously approved motion.

7.9 Voting

7.9.1 All motions at Board meetings are decided by a majority of votes cast. A motion to add, amend or remove this By-law shall require a supermajority vote of the members in order to be carried.

7.9.2 In accordance with the Public Libraries Act, s. 16(6), the Chair or acting Chair of the Board may vote with the other members of the Board upon all questions. Any question on which there is an equality of votes shall be deemed to be negative.

7.9.3 All votes and elections shall be by show of hands.

7.10 Minutes

7.10.1 Once approved, minutes of meetings are the official record of decisions, and provide direction for officers and employees in their subsequent actions.

7.10.2 Minutes are approved at the next meeting of the Board, and signed by the Chair.

7.10.3 Minutes (excluding in-camera minutes) are public documents, and shall be made available to the public.

7.10.4 Minutes of closed meetings are kept separately, and held to be confidential.

8.0 Committees of the Board

Section 20(i) of the Public Libraries Act, empowers the Board to strike committees as it considers expedient in order to further the work of the Board.

8.1 Duties of Committees

8.1.1 The purpose of committees is to facilitate the business of the Board.

8.1.2 Committees shall operate within the terms of reference established and approved by the Board.

8.1.3 Committees shall appoint a committee chair and recording secretary.

8.1.4 Committees shall coordinate their work, do research, and draft documents to be reviewed and recommended to the Board as a whole for approval.

8.2 Types of Committees

8.2.1 Standing Committees will be permanent committees that deal with a specific issue.

8.2.2 Ad Hoc Committees may be established by motion of the Board to deal with matters before the Board. Ad Hoc Committees shall:

- a) operate for a defined period of time and have a specific purpose which must be defined in a written terms of reference; and

- b) be discharged by motion of the Board once their work has been completed.

8.3 Committee Membership

8.3.1 Standing Committees membership will consist of Board members.

8.3.2 Ad Hoc Committee membership will consist of Board members and may include non-Board members.

8.3.3 The CEO will be an ex officio member of all committees, and shall do all those things necessary to further the work of the committee.

9.0 Amendments of By-laws

By-laws are the fundamental governing rules of the Board. The purpose of this By-law is to state the conditions under which By-laws are amended.

9.1 By-laws may be amended in response to legislation or when circumstances change.

9.2 Any member of the Board can propose a review or an amendment for a By-law.

9.3 All members of the Board will receive notice and details of changes at the Board meeting prior to the meeting at which time a motion for amendment may be tabled.

9.4 A motion to add, amend or remove a By-law shall require a supermajority vote of the members in order to be carried.

9.5 By-laws or amendments are effective at the time of approval by Board motion.

RELATED DOCUMENTS AND POLICIES

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

Municipal Act, 2001, S.O. 2001, c. 25

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

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56

Woodstock Public Library – Board Members’ Code of Conduct

Collective Agreement – CUPE Local 1146 – Library Unit

DOCUMENT REVISION RECORD

Developed By: D. Harvie
Date: 25 November 2019
Adoption Date: 10 December 2019
Effective: 10 December 2019
Resolution No.: 19-67, 22-43
Review Cycle: Once Per Term
Last Reviewed: 10 December 2019
Last Amended: 14 June 2022

DRAFT Minutes
Woodstock Public Library
Joint Health & Safety Committee
December 11, 2025 2:15 pm

Employer Representative: J. Wachowiak, Manager of Facilities
L. Peixoto, Administrative Assistant (recorder)

Employee Representatives: N. Bailey
S. Bean (regrets)

Location: Meeting Room

1. Agenda

With the addition of item 'f' under Branch Communication/Concerns, the Agenda was approved.

2. Minutes

a) Minutes of the Meeting of October 9, 2025

There were no errors or omissions, and therefore, the Minutes of the meeting of October 9, 2025, were approved.

3. Workplace Inspections

a) Inspection of November, 2025

Discussion was had regarding the inspection of November 24, 2025. There were no questions or concerns about the information provided in the report.

4. Co-chair Report – L. Peixoto

a) Training

J. Wachowiak reported that R. Pimentel had completed his ladder training and certification.

N. Bailey reported that she completed her JHSC recertification. The recertification is valid for 3 years. N. Bailey offered to email some highlights of training to the JHSC.

L. Peixoto reported that the Library was prioritizing WHMIS training for members of the JHSC and Senior Team, followed by Library staff in order of seniority.

b) Men's Public Washroom Update

J. Wachowiak reported that the men's public washroom was re-opened after work had been completed. Plumbers had discovered an existing clean-out valve in the wall between the Meeting Room and men's washroom. It was cleared and made accessible for future use, as needed.

N. Bailey suggested the fan in the family washroom could be more powerful and asked if it could be investigated.

5. Branch Communication/Concerns

a) Regulatory Information – J. Wachowiak

J. Wachowiak reported future work that would require installation of a backflow valve, directed by County of Oxford bylaw. No date had been set for the work at the time of this meeting.

b) Email to Library Employees, dated October 28, 2025

Re: Wellness Information – Immunizations

There were no questions or concerns.

c) Email to Library Employees, dated November 8, 2025

Re: Wellness Information – Desk Exercises

A staff member had inquired about knee strengthening exercises. It was noted that the City's Health and Safety Manager may be able to provide a Safety Talk on the matter. This would be looked into.

d) Email to Library Employees, dated December 4, 2025

Re: Wellness Information – Holiday Stress Management

There were no questions or concerns.

e) Carpet

A staff member noted carpet tile coming loose in the area of the DVDs and moveable shelves on the second floor. S. Bean voiced concern over potential for tripping hazard.

J. Wachowiak adhered the tiles and moved the shelving over the area. The issue was resolved.

f) Scent in the Workplace

In light of ongoing concerns being brought forward regarding perfumed products being worn in the workplace, the matter would be brought up with

the CEO with a recommendation that scent in the workplace be addressed at the level of onboarding for new staff and as a reminder to existing staff.

6. Incident Summary

a) Injuries/Lost Time

None.

7. New Business

a) Policy Review

- i) Health and Safety Policy
- ii) Prevention of Workplace Violence and Harassment Policy

The policies were reviewed and approved to go to the Library Board with no questions or concerns.

b) Feedback on Annual Health and Safety Training

Discussion was had. Overall, feedback was positive.

c) Staff Entrance Stairwell Seating – employee concern

Discussion was had. Past correspondence with regard to seating at the staff entrance stairwell was provided to the JHSC. It was determined that in addition to using the chair at the Page desk, a stationary chair could be placed in the area between the Check In Desk and Tech Services for staff to sit and safely don/doff their footwear.

8. Next Inspection

- a) December, 2025 – N. Bailey, L. Peixoto
- b) January, 2026 – J. Wachowiak, S. Bean
- c) February, 2026 – J. Wachowiak, N. Bailey
- d) March, 2026 – L. Peixoto, S. Bean
- e) April, 2026 – L. Peixoto, N. Bailey

9. Next Meeting

February 12, 2026, at 2:15 pm in the Meeting Room

With nothing further, the meeting of the JHSC adjourned at 3:12 pm.