

# SCORECARD 2023

BRADFORD WEST GWILLIMBURY  
PUBLIC LIBRARY  
PREPARED BY:  
MATTHEW CORBETT  
CEO



BRADFORD  
WEST  
GWILLIMBURY  
**PUBLIC LIBRARY**

# A WORD FROM THE CEO...

Greetings,

In January 2020, the Bradford West Gwillimbury Public Library Board embarked on a transformative journey by adopting an action-oriented strategic plan that centers around three key pillars: Defining the Library as a Community-led Organization, Enhancing Infrastructure to Support Community Endeavours, and Building a Culture of Excellence. As we unveil this 2023 Annual Report Card, it serves as a testament to our commitment to these strategic objectives and provides a comprehensive snapshot of our achievements throughout the year.

We have made significant strides in aligning our services with the community's needs, establishing the library as a community-led organization. Our programs, services, and events exemplify our dedication to meeting and exceeding the expectations of our diverse community.

Enhancing infrastructure to support community endeavors has been at the forefront of our efforts. From the successful expansion of cloudLibrary to the strategic expansion of our technological infrastructure, we have fortified our foundation to better serve our community. These achievements underscore our commitment to creating an environment that fosters innovation, connectivity, and inclusivity.

Building a Culture of Excellence remains a driving force behind every facet of our operations. Our staff, volunteers, and partners have collectively contributed to the library's success, resulting in a year of excellence and growth, even amidst the challenges posed by the labour disruption. The Annual Report Card not only celebrates our accomplishments but also outlines the priorities, tactics, and strategies that underpin these achievements, guiding our path forward into 2024.

As we reflect on the past year and set our sights on the future, I extend my deepest gratitude to our incredible staff, the dedication of our Library Board, and the support from our community and stakeholders. Together, we are creating a library that not only meets the needs of today but also anticipates and shapes the needs of tomorrow.

With gratitude,



**MATTHEW CORBETT**  
CHIEF EXECUTIVE OFFICER



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# **PILLAR 1: DEFINING THE LIBRARY AS A COMMUNITY LED ORGANIZATION**



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# *Priorities and Tactics*

## **#1**

**Optimizing Operational Excellence: Examine Policies and Procedures to Elevate Library Services**

### **Our Achievements**

- Completed policy review to ensure language and content are reflective of community needs
- Developed a policy framework for future enhancements

### **Going Forward**

- Develop policy evaluation framework to ensure best practices
- Develop retention practices and process for policies

# Priorities and Tactics

## #2 Empowerment Hub: Establishing a Staff Department for Catalyzing Community-Led Initiatives

### Our Achievements

- Developed literacy-related programs based on community-led practices
- Trained department using the American Library Association's *Every Child Ready to Read* program
- Developed programs with the Leisure Centre to push community interests
- Established a new sub-department of Community Engagement Facilitators, providing outreach, partnership support, a Community Volunteer Income Tax Program, a dedicated Social Service workspace, and deposit collections
- Developed relationships with community partners: social service agencies, educators, residents' groups, local businesses, Town departments
- 131 records added to our asset mapping system (or CRM) representing connections we've worked with in 2023
- Conducted 31 school tours
- Hosted 109 outreach events

### Going Forward

- Solidify the community-led charter and present to Library Board
- Solidify and begin work on four-year roadmap
- Develop procedures and processes to elicit involvement in community-led initiatives
- Launch new Homebound Service
- Focus on community needs through research and service evaluation
- Develop welcome campaign for new cardholders
- Launch pop-up Library outreach in Town parks this summer

# Priorities and Tactics

## #3 Empowering Change: Nurturing and Advancing Anti-Poverty Initiatives in the BWG Community

### Our Achievements

- Canadian Volunteer Income Tax Program (CVITP) was expanded to allow greater access for low-income families/individuals
- Partnerships formed with The Helping Hand Food Bank, Gwillimdale Farms, and Town of BWG to open a Community Fridge in Bradford
- Removed financial barriers to using Sewing and Serger machines in the Creative Lab

### Going Forward

- Continue Expanding CVITP Program
- Explore additional anti-poverty initiatives to support the community



# *Priorities and Tactics*

## **#4** Actualizing Equity: Executing Actionable Strategies Derived from Comprehensive Equity Audits

### **Our Achievements**

- Evaluated remaining recommendations and developed plan to extend and expand on recommendations
- Built a reporting mechanism into Library Board packages with quarterly updates from the CEO and Manager of Cultural Services

### **Going Forward**

- Continue working with Town staff to develop a Diversity Inclusion Action Plan and implement a corporate vision of diversity and inclusion across Library service levels
- Conduct evaluation and develop internal audit based on Equity reports

# Priorities and Tactics

## #5

Crafting a Robust Planning and Evaluation Framework for Engaging with Community Members and Organizations

### Our Achievements

- Developed Public Services Teen strategy to better serve teens within the Library and Community

### Going Forward

- Implement Public Services Teen strategy
- Work with local teens to evaluate and enhance the overall program
- Train staff on this strategy to better enhance their toolkits and to best serve our teen community





# *Priorities and Tactics*

## **#6**

### **Cultivating a Diverse Tapestry: Expanding our Community Network to Embrace the Rich Cultural Mosaic of BWG**

#### **Our Achievements**

- Researched and developed a list of local artists and cultural groups that reflect BWG's growing cultural diversities
- Partnered with the Ahmadiyya Muslim Women's Association for Islamic Heritage Display and community event
- Introduced basic local history research on diverse histories in Bradford West Gwillimbury

#### **Going Forward**

- Continue outreach and partnerships with new and existing cultural groups
- Create report identifying gaps in cultural partners and begin research to build more relationships
- Grow local history research to ensure broader representation of diverse stories and communities

# Priorities and Tactics

## #7

### Amplifying Arts, Culture, and Heritage: Expanding Capacity through Development, Showcasing, Research, and Leadership Empowerment for Local Artists and Cultural Groups

#### Our Achievements

- Finalized and received approval for first Cultural Services Business Plan outlining priorities (2023-2026)
- Continued partnership with South Simcoe Arts Council to display work of four local artists
- Built local relationships to display artwork of five local artists outside of partnership with South Simcoe Arts Council
- Partnered with 15 cultural and heritage groups to organize 40 free events and programs in the community
- Partnered with 10 cultural groups to organize 6 displays in the Main Floor Display Case
- Piloted the first resident Indigenous-led planning committee for National Indigenous People's Day which culminated in Town's first significant NIPD event
- Launched digitized historic Bradford papers via new database
- Launched first and second edition of Jan Coward's World War I Database of South Simcoe Veterans

#### Going Forward

- Piloting BWG's first Artist in Residence program
- Piloting Community Play program
- Digitize remaining Bradford newspapers
- Develop digital archiving practices with a community-led focus such as the development of a web archiving project
- Formalize incubator program for local organizers of cultural events

# Priorities and Tactics

## #8 Fostering Community Bonds: Elevating Library Access and Presence through Strategic Connections

### Our Achievements

- Connected with Central North Correctional Centre to provide discarded BWG Library materials for their site library, improving their access to educational and leisurely reading materials
- Cultivated Leisure Centre partnership to enhance BWG community through Life Jacket Lending and Pool Pass Access

### Going Forward

- Explore additional connections to help improve the lives of BWG community members.





## **PILLAR 2: ENHANCING INFRASTRUCTURE TO SUPPORT COMMUNITY ENDEAVOURS**



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# *Priorities and Tactics*

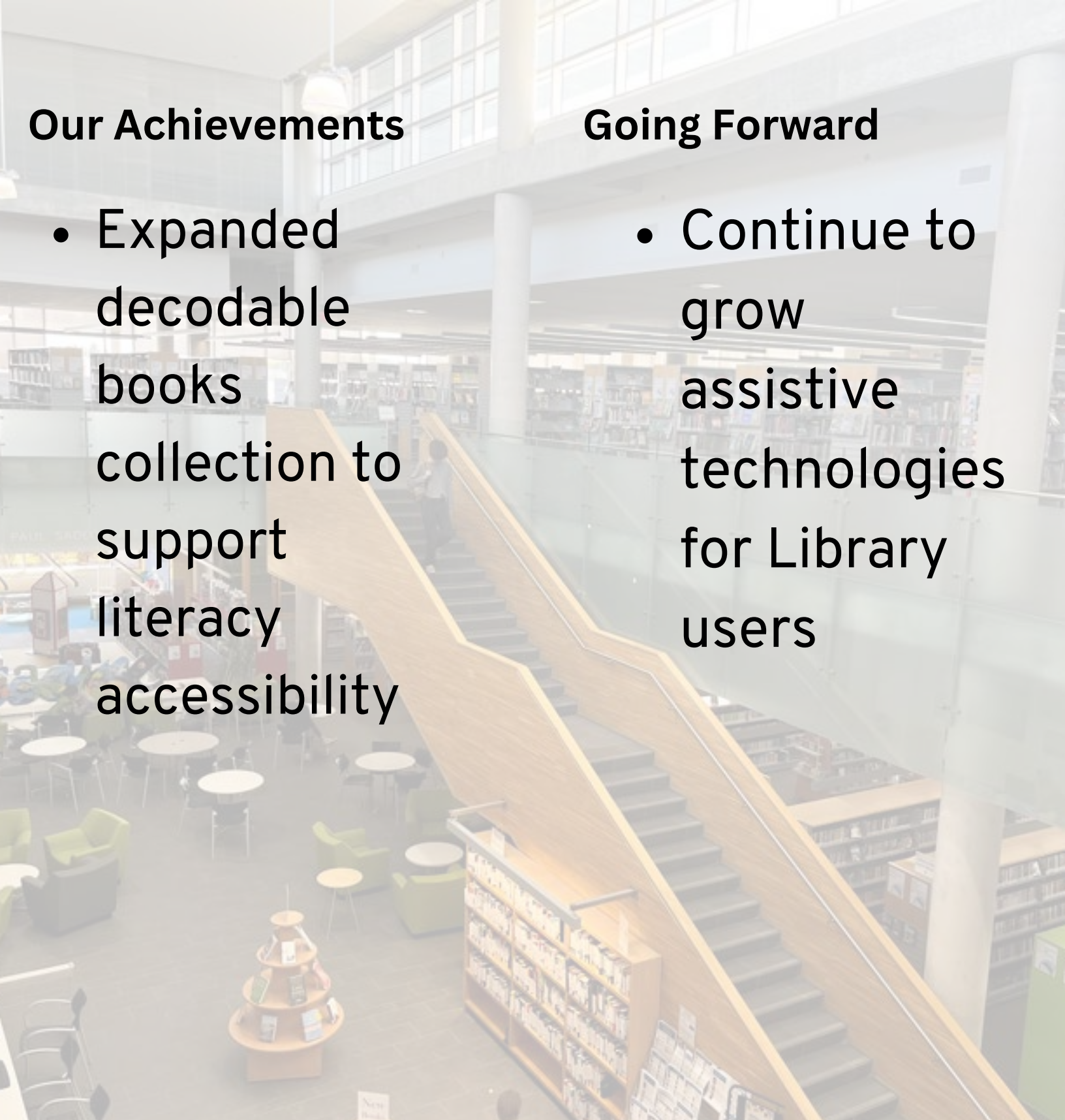
## **#1** Empowering Library Services: Introducing Innovative Assistive Technologies for Enhanced Accessibility

### **Our Achievements**

- Expanded decodable books collection to support literacy accessibility

### **Going Forward**

- Continue to grow assistive technologies for Library users



# Priorities and Tactics

## #2 Elevating Knowledge Horizons: Transforming Database and Collection Development for Maximum Influence

### Our Achievements

- Expanded cloudLibrary database
- Developed media campaign to expand patron access and utilization
- Catalogue Record Cleanup:  
Improved user experience with the Library catalogue for both public and staff
- Removed overdue/lost items from the collection
- Removed old and outdated eBook/eAudio books
- Tidied up Library Professional collection
- Created an evaluation matrix for a collection of higher-calibre
- Replaced outdated materials with more current resources
- Removed Dead on Arrival (DOA) items
- Updated multilingual resources and damaged materials
- Digitized 80% of newspaper archives in an accessible format for patrons

### Going Forward

- Continue to expand the eBook and eAudiobook collection, providing greater access to digital eResources
- Continue clean up of catalogue records to enhance patron and staff access
- Improve reliability of collection
- Create environment conducive to higher circulation and materials access for public consumption
- Continue evaluation process of collection
- Develop a Collection Development, Acquisitions, and Collection Maintenance plan to formalize process and practices
- Finish digitization of newspaper archive and explore opportunities for digitization of maps

# *Priorities and Tactics*

## **#3** **Championing AODA Excellence: Strategically Evaluating and Executing Implementation for Compliance Success**

### **Our Achievements**

- Participated in Auditing Association of Canada (AAC) audit of the Library to review and improve building accessibility

### **Going Forward**

- Develop an accessibility plan to address any legislative requirements for AODA compliance and begin implementation
- Continue to have representation on AAC committee

# Priorities and Tactics

## #4 Strategizing Technological Advancements: Ensuring the Library's Continued Relevance in the Digital Age

### Our Achievements

- Conducted risk analysis on website and databases through ILS Upgrade which improved security for patron data
- Increased patron access and features for OPAC and Catalogue
- Bug fixes
- Enhanced shelving to improve patron access
- Expanded multilingual collection to include new languages such as Hebrew and Ukrainian for both adults and children
- Expand space for a growing and in-demand collection of graphic novels
- Enhanced and expanded space for Wonderbooks and other literacy tools
- Assessed current Creative Centre equipment to determine additional resources required
- Developed a Creative Centre Plan for opening to the public
- Expanded computer access for the public
- Procured and installed the Automatic Materials Handling Unit
- Procured video technology as a pilot project (OWL)
- Procured charging stations for mobile and tablet devices



# *Priorities and Tactics*

## **#4**

### **Strategizing Technological Advancements: Ensuring the Library's Continued Relevance in the Digital Age**

#### **Going Forward**

- Evaluate and refresh strategic priorities of the Technological Plan
- Evaluate the Technological Plan and make modifications to the forecasted model as required
- Investigate WiFi extensions for parking lot and greenspace to provide greater internet access for public/community
- Continue risk analysis on the website and databases
- Leverage budget to include consultation process for Cybersecurity Risk Assessment
- Explore the viability of cloud-based service to enhance digital service and mitigate upgrade downtime
- Explore possibilities of remote server storage/Cloud-based servers for increased speed/connectivity
- Investigate further opportunities to enhance the Zima Room
- Conduct server upgrades to improve public access to digital library services
- Explore opportunities to create conference/office space for community

# *Priorities and Tactics*

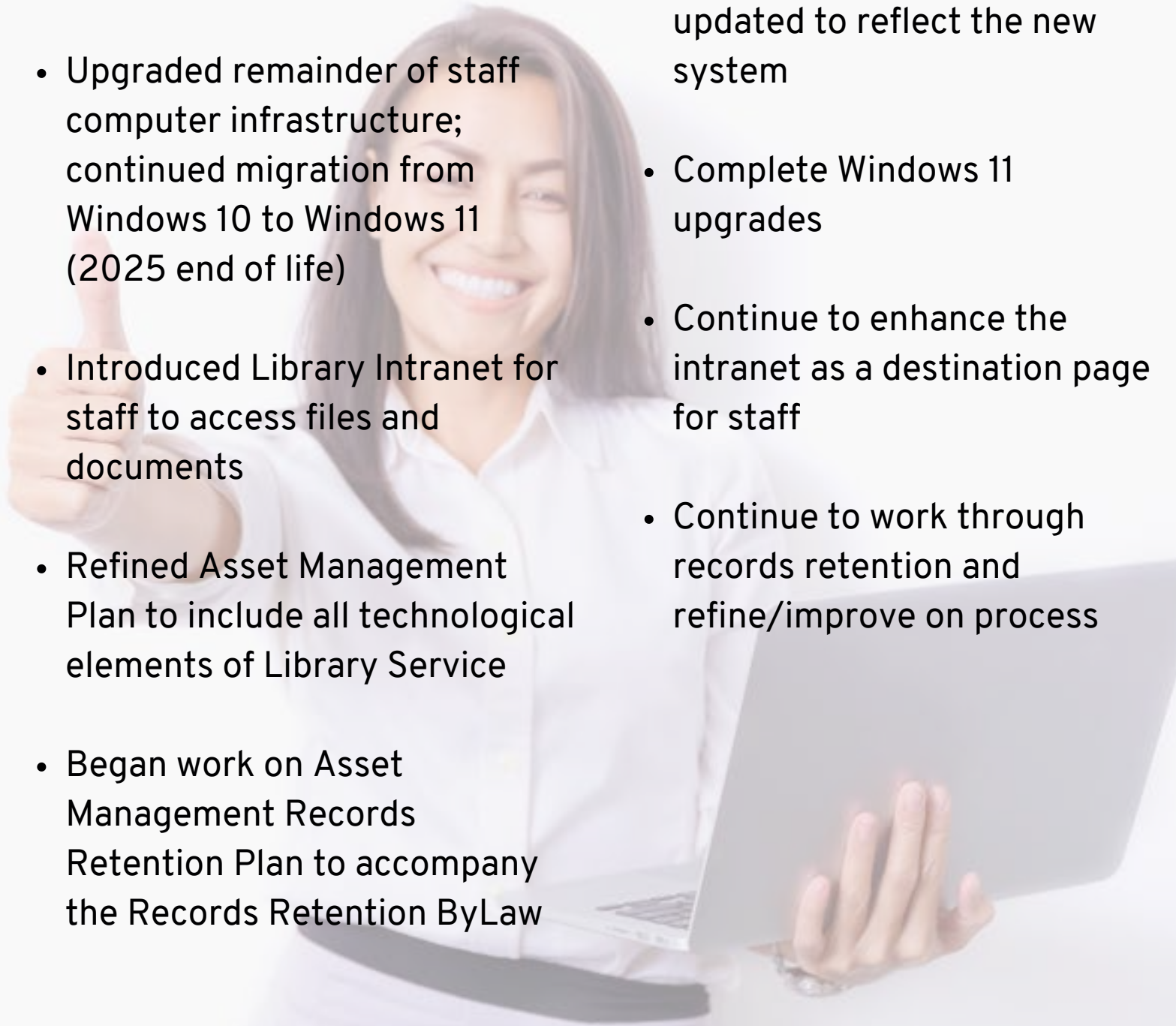
## **#5 Elevating Technological Proficiency: Enhancements and Innovations in Staffing Strategies**

### **Our Achievements**

- Analyzed the inventory of radio and headsets to determine any future deficits
- Upgraded remainder of staff computer infrastructure; continued migration from Windows 10 to Windows 11 (2025 end of life)
- Introduced Library Intranet for staff to access files and documents
- Refined Asset Management Plan to include all technological elements of Library Service
- Began work on Asset Management Records Retention Plan to accompany the Records Retention ByLaw

### **Going Forward**

- Procure remaining radio system for staff headsets and ensure the asset retention is updated to reflect the new system
- Complete Windows 11 upgrades
- Continue to enhance the intranet as a destination page for staff
- Continue to work through records retention and refine/improve on process



# Priorities and Tactics

## #6 Pioneering Creativity Hub: Bringing Cutting-Edge Technologies and Creative Tools to the Community

### Our Achievements

- Developed Creative Plan
- Developed safety plan and procedures for staff and public
- Began training with staff on the Creative Centre technologies

### Going Forward

- Evaluate safety procedures
- Continue training staff on Creative Lab technologies
- Evaluate technology hardware and software for future capital budget requests
- Provide Library Board with updates on Creative Centre uptake

# Priorities and Tactics

## #7 Championing Sustainability: Unveiling Green Initiatives for a Greener Facility and Cultivating Vibrant Creative and Cultural Programs

### Our Achievements

- Completed transition of LED lighting
- Finalized and presented Culture Plan to the Library Board
- Develop display plan for Local History Display case

### Going Forward

- Explore alternative green energies
- Consider inclusion of “Green Initiatives” in next strategic plan
- Continue to make achievements on Culture Plan
- Explore further opportunities to expand local history displays throughout the Library and community



# Priorities and Tactics

## #8 Amplify Online Influence: Expanding Social Media Presence to Connect with a Diverse and Wider Audience

### Our Achievements

- Expanded social media presence on Facebook, Instagram and TikTok
- Updated website to reflect new areas of emphasis: Local History, Cultural Services, and Library of Things
- Launched weekly Library column in *BradfordToday* digital newspaper
- Increased subscriber base to over 13,000 for newsletters and e-blasts
- Developed e-blast market segmentation to target specific demographics/interest groups

### Going Forward

- Develop Programming, Communications and Marketing Plans
- Expand eNewsletters while developing cleansing practices to attract and retain subscribers
- Implement email marketing techniques to improve sender reputation

# Priorities and Tactics

## #9

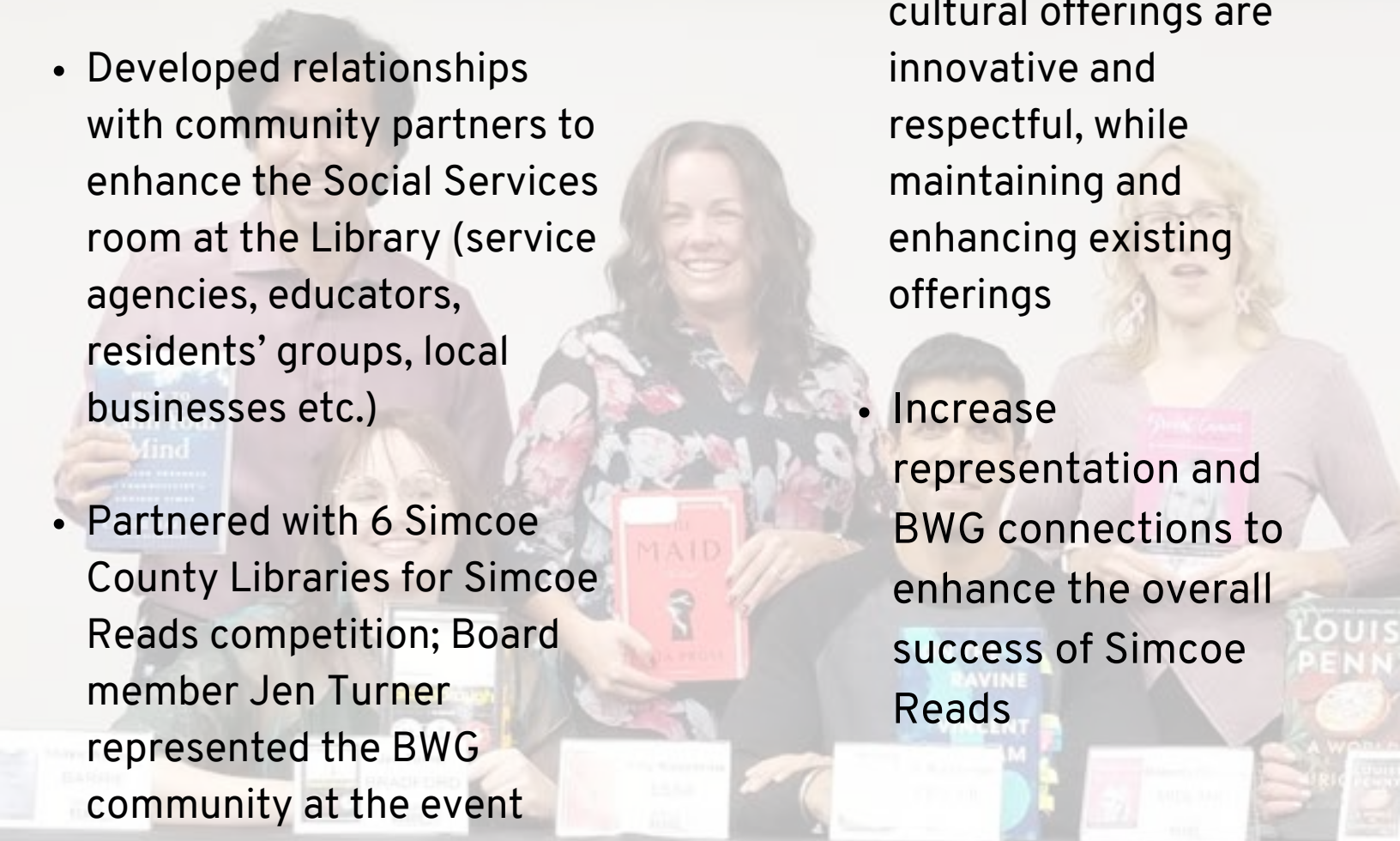
**Strengthen Collaborative Bonds: Cultivate Partnerships with the Town, Community Groups, and Agencies while Safeguarding Cultural Assets**

### Our Achievements

- Developed 8 new partnerships with community groups to enhance cultural and service offerings
- Strengthened 10 existing partnerships
- Developed relationships with community partners to enhance the Social Services room at the Library (service agencies, educators, residents' groups, local businesses etc.)
- Partnered with 6 Simcoe County Libraries for Simcoe Reads competition; Board member Jen Turner represented the BWG community at the event

### Going Forward

- Continue exploring partnership opportunities with community groups and agencies
- Build upon existing partnerships to ensure cultural offerings are innovative and respectful, while maintaining and enhancing existing offerings
- Increase representation and BWG connections to enhance the overall success of Simcoe Reads



# Priorities and Tactics

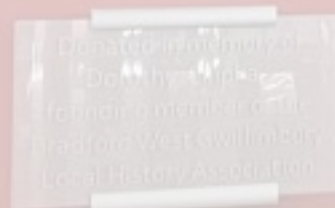
## #10 Transforming the Local History Room into a Vital Community Resource

### Our Achievements

- Enhanced social media engagement and website presence of the Local History Room
- Intentionally selected venues and specific opportunities to promote the value and offerings of the sub-department

### Going Forward

- Develop regular marketing/outreach strategy promoting Local History Room



# Priorities and Tactics

## #11 Elevating Tourism in Bradford West Gwillimbury: Fostering Vibrant Arts, Culture, and Heritage Experiences for All Ages

### Our Achievements

- Applied for 4 grants and received over \$4,000 in new funding to support the Cultural Service Department in 2022
- Produced 10 unique arts and culture events that attracted over 1,000 patrons
- Strengthened partnership with municipality through collaboration on Celebrate Canada programming
- Featured in 11 media stories related to Cultural Services Initiatives (*BradfordToday*, *CTV Barrie*, *CBC News*)

### Going Forward

- Support drafting of Town public art policy in partnership with Economic Development
- Secure 1-3 new grants to support arts and culture initiatives in BWG
- Produce first arts summit in BWG
- Develop record keeping practices to avoid future challenges with local history donation backlogs and knowledge gaps faced this year (ie. accession numbering system, following respect-des-fonds archival principles)





# **PILLAR 3: BUILDING A CULTURE OF EXCELLENCE**

# Priorities and Tactics

## #1 Crafting a Strategic Documentation Framework for Enhanced Library Services

### Our Achievements

- Consultant work 95% completed on Facilities and Master Plan Review
- First Draft of Facilities and Master Plan Review completed Q4 of 2023

### Going Forward

- Master Plan to be finalized in Q1 of 2024
- Future reports to the Library Board on the implementation and strategic planning for the Master Plan to occur throughout 2024



# Priorities and Tactics

## #2

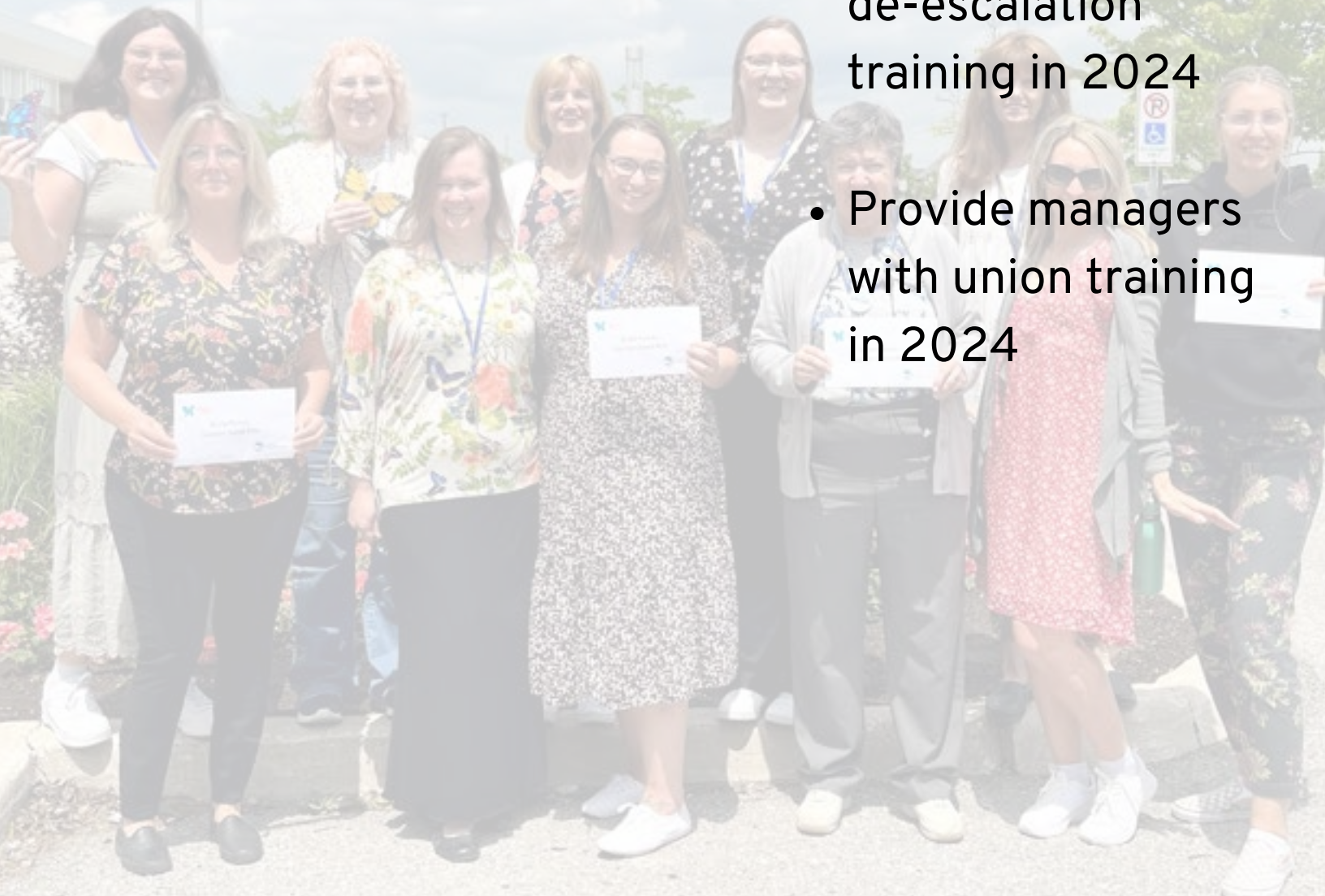
Proactively Pursue Training Initiatives to Enrich Staff Expertise and Knowledge

### Our Achievements

- Provided training opportunities through Ontario Library Association's SuperConference 2023 for all staff

### Going Forward

- Continue expanding on staff knowledge
- Explore opportunities for mental health and de-escalation training in 2024
- Provide managers with union training in 2024



# Priorities and Tactics

## #3

### Enhancing Stakeholder Communication: Delivering Crucial Information to Both Internal and External Audiences on Upcoming Events and Activities

#### Our Achievements

- Launched staff Intranet site to provide updates on internal news with access to policies and department information
- Implemented morning meetings and staff huddles before the Library opens to the public
- Established a dedicated space on Library website for updates on library services and happenings to better serve our community

#### Going Forward

- Continue to improve community and internal stakeholder communications
- Develop and implement a communications plan for internal and external information
- Explore additional opportunities to enhance morale and expand communication to staff
- Continue to expand on news and article releases to inform community of Library changes
- Work with Communications and Marketing Coordinator on strategies for success
- Develop annual marketing and communications plan for short and long-range communications and marketing initiatives

# *Priorities and Tactics*

## **#4** Guiding the Library through the Accreditation Journey: Elevating Standards and Excellence

### **Our Achievements**

- Identified policies and digital resources required for accreditation
- Assessed department-specific requirements and have undertaken departmental planning for achievement
- Expanded on Technology and Asset Plan/Retention Plan
- Developed schedule to spread Policy Review for the Library Board over 4 years
- Preliminary planning for Records Retention document underway; staff training provided

### **Going Forward**

- Develop 4 year Plans for the following:
  - Social Media
  - Communications and Marketing
  - Collection Development
  - Programming Plan and Programming/Display
  - Annual calendar of events
- Continue revising and revisiting policies based on the retention plan
- Develop Records Retention plan/process and link with Town/County of Simcoe Archives for support and storage

# Priorities and Tactics

## #5 Fostering Staff Resilience: Exploring Opportunities for Growth and Well-being

### Our Achievements

- Developed policies, procedures and a comprehensive training model for the customer service team
- Expanded the Public Service team, hiring and training 6 staff into the department
- Trained and developed the Information Services team in library merchandising, covering display guidelines that will be applied to the whole collection
- Expanded Community Engagement department by 150%

### Going Forward

- Evaluate procedures and adjust as required
- Develop Customer Service manual for staff
- All staff training initiative will follow in 2024
- Continue exploring training opportunities in mental health awareness, resiliency training, de-escalation and empathy-based customer service practices



# Priorities and Tactics

## #6 Crafting an Inclusive Vision: Establishing an Equity Matrix and Programming Priorities to Celebrate and Reflect the Diversity of Our Community

### Our Achievements

- Completed workplan and presented quarterly updates to the Library Board
- Leveraged Town's Diversity Equity Inclusion (DEI) Action Group and Anti-Racism committee to implement DEI strategies internally and externally
- Developed internal DEI working group with Library staff and stakeholders

### Going Forward

- Create evaluation framework that provides opportunities for feedback on displays from individuals/community groups
- Develop specific initiatives that provides greater inclusivity and enhances the welcoming aspects of the Library
- Create equity priorities and matrix to support vision of marketing, displays, and merchandising for each department of the Library

# CAPITAL PROJECT HIGHLIGHTS

This year marked significant achievements in capital projects that have substantially enhanced the Bradford West Gwillimbury Public Library's operational efficiency and overall service quality. One notable accomplishment is the successful implementation of the Automatic Material Handling Unit (AMHU). This state-of-the-art unit has replaced the outdated system, greatly improving the Library's ability to sort materials swiftly. The new AMHU has not only reduced downtime for materials but has also proven to be a game-changer for staff productivity. Unlike the previous unit, which frequently broke down, causing staff to manually review sorted materials, the upgraded AMHU has streamlined the process, minimizing disruptions and enhancing the overall efficiency of the Library's services.

In addition to the AMHU upgrade, the Library has made substantial progress on its Facilities Master Plan, a critical capital project initiated in 2022. Currently, in the draft review stage, the Master Plan has undergone comprehensive community and stakeholder engagement sessions through open houses and online surveys in 2022 and 2023. These sessions involved staff, the community, Council, and the Library Board. In 2023, the facility assessment of the current library, coupled with a space needs and future population growth needs assessment, was completed. Looking ahead to 2024, the finalization of the Master Plan is anticipated, with a thorough review of proposed facility concepts. Stay tuned for more details on the Plan, scheduled for release in Spring 2024.

Furthermore, the Library has expanded its shelving capacity with the invaluable support of the Friends of the Library. This expansion not only allowed for the growth of the fiction collection but also improved sightlines, increased overall collection capacity and enhanced the flow of the Library space. The Friends of the Library's support has played a crucial role in creating a more accommodating and accessible environment for Library patrons, contributing to the overall improvement of our facilities.

These capital projects collectively demonstrate our commitment to continuous improvement, ensuring that the Library remains a dynamic and responsive institution that meets the evolving needs of our community.





215,874

VISITORS TO THE LIBRARY



2,360  
NEW CARDS  
THIS YEAR

18,505

CARDHOLDERS



286,788

ITEMS ACCESSED  
(CHECKED OUT OR USED IN  
HOUSE)



11,470

PUBLIC COMPUTER  
SESSIONS



68,588

ANSWERS PROVIDED BY  
LIBRARY STAFF  
OR OUR eRESOURCES



30,784

PEOPLE ATTENDED A  
PROGRAM OR EVENT



1,720,400

WIFI SESSIONS ACCESSED  
1,131 AVERAGE  
UNIQUE USERS PER WEEK



5.1K

PEOPLE LIKE  
AND FOLLOW US  
ON SOCIAL MEDIA



8,600

PHYSICAL ITEMS  
ADDED TO OUR  
COLLECTION

1,751



\$20.99

RETURN FOR EVERY DOLLAR  
INVESTED IN BWGPL

70% OF PROGRAM  
ATTENDEES ACCESSED  
PRESCHOOL AND  
CHILDREN'S EVENTS



# REFLECTING ON ACHIEVEMENTS AND SHAPING THE PATH AHEAD: CLOSING INSIGHTS AND OUTLOOK FOR 2024

As we reflect on the accomplishments of the past year, the Bradford West Gwillimbury Public Library has experienced a truly remarkable journey of growth, innovation, and community enrichment. The successful implementation of crucial capital projects, such as the Automatic Material Handling Unit, the progress in our Facilities Master Plan, and the expansion of our shelving capacity have undoubtedly elevated our services and facilities.

This year's achievements are a testament to the dedication of our staff, the unwavering support of our community, the Library Board, Town Council, and the collaborative spirit with our valued partners, including the Friends of the Library. Together, we have built a library that supports our dynamic and diverse community.

As we eagerly anticipate the challenges and opportunities that the coming year will bring, we look forward to further enhancing our services, embracing new initiatives, and continuing to foster a welcoming and inclusive space for all. The Library's success is a shared endeavor, and we extend our sincere gratitude to everyone who has contributed to making this year extraordinary.

Here's to another fantastic year ahead, filled with growth, discovery, and continued collaboration. Together, we will write the next chapter of success for the Bradford West Gwillimbury Public Library.

Thank you for being an integral part of our journey.