



BWG Public Library Board – Regular Meeting Agenda

Meeting date	Monday, March 20, 2023@ 7:00 pm
Location	Zima Room
Meeting #	2023-03
Members	CHAIR: Licinio Miguelo VICE CHAIR: Cheraldean Duhaney OLS TRUSTEE: Jen Turner FOL Liaison: Dillon McDowell Diana Sheeler Joe Giordano
	Matthew Corbett, CEO Destiny Lackie, Recording Secretary Nina Cunniff, Deputy CEO and Manager of Corporate Services Andrea Ciurria, Manager of Public Services Elizabeth Campbell, Manager of Community Engagement David Di Giovanni, Manager of Cultural Services
Regrets/Absent	Ferguson Mobbs

1 Call to Order

The Presiding Chair calls the meeting to order at

2 Confirmation and Adoption of Agenda

Recommendation:

“THAT the Bradford West Gwillimbury Public Library Board receive and adopt the Monday, March 20, 2023, agenda.”

Moved by:

Seconded by:

Result:

3 Declaration of Conflict of Interest—

4 Special Presentations/Welcome Guests—None

5 Confirmation of Consent Agenda

5.1 Regular Meeting Minutes of Monday, February 13th, 2023

5.2 CEO Report

5.3 Community Engagement Report

5.4 Corporate Services Report

5.5 Cultural Services Report

5.6 Public Services Report

Recommendation:



“THAT the Bradford West Gwillimbury Public Library Board receive the Consent Agenda 5.1 to 5.6 inclusive.”

Moved by:

Seconded by:

Result:

6 Financial Report

6.1 Monthly Financial Report

Recommendation:

“THAT the Bradford West Gwillimbury Public Library Board receive the Financial Report as printed.”

Moved by:

Seconded by:

Result:

7 Correspondence—None

8 Board Training— Cultural Services Department Overview, Public Services Department Overview

9 New Business

9.1 2023-03-01 Equity Audit Progress Report

Recommendation:

“THAT The Bradford West Gwillimbury Public Library Board receive report 2023-03-01 Equity Audit Progress for information.”

Moved by:

Seconded by:

Result:

9.2 2023-03-02 Cultural Services Business Plan

Recommendation:

“THAT The Bradford West Gwillimbury Public Library Board receive and endorse the 2023-03-02 Cultural Service Business Plan as presented.”

Moved by:

Seconded by:

Result:

9.3 2023-03-03 Budget Update

Recommendation:

“THAT The Bradford West Gwillimbury Public Library Board receive the report 2023-03-03 Budget Update for information.”





Moved by:

Seconded by:

Result:

9.4 2023-03-04 Friends of the Library Update—D. McDowell

Recommendation:

“THAT The Bradford West Gwillimbury Public Library Board receive the report 2023-03-04 Friends of the Library Update for information.”

Moved by:

Seconded by:

Result:

10 Policy Review and Approvals

Recommendation:

“THAT The Bradford West Gwillimbury Public Library Board approve and enact the updated Bylaw, BL-03 Meetings of the Board dated March 20, 2023”

Moved by:

Seconded by:

Result:

11 Board Committees—No Updates

12 Closed Session

Recommendation:

“THAT the Bradford West Gwillimbury Public Library Board move into a session that is closed to the public in accordance with the Public Libraries Act, Section 16.1(4)(D) Labour relations or employee negotiations at ___pm.”

Moved by:

Seconded by:

Result:

12.1 Employee negotiations

Recommendation:

“THAT the Bradford West Gwillimbury Public Library Board rise from a session that is closed to the public in accordance with the Public Libraries Act, Section 16.1(4)(D) Labour relations or employee negotiations at ____pm.”

Moved by:

Seconded by:

Result:

13 Next Meeting—Monday, April 17, 2023 @ 7pm.



14 Upcoming Events

15 Adjournment

Recommendation:

“THAT this regular meeting of the Bradford West Gwillimbury Public Library Board adjourns at _____ pm.”

Moved by:

Seconded by:

Result:





BWG Public Library Board – Regular Meeting Minutes

Meeting date	Monday, February 13, 2023@ 7:00 pm
Location	Zima Room
Meeting #	2023-02 February
Members	CHAIR: Licinio Miguelo VICE CHAIR: Cheraldean Duhaney OLS TRUSTEE: Jen Turner FOL Liaison: Dillon McDowell Ferguson Mobbs Diana Sheeler Joe Giordano
	Matthew Corbett, CEO Destiny Lackie, Recording Secretary Nina Cunniff, Deputy CEO and Manager of Corporate Services Andrea Ciurria, Manager of Public Services Elizabeth Campbell, Manager of Community Engagement David Di Giovanni, Manager of Cultural Services
Regrets/Absent	

1 Call to Order

The Presiding Chair calls the meeting to order at: 7:00 pm.

2 Confirmation and Adoption of Agenda

Motion:

“THAT the Bradford West Gwillimbury Public Library Board receive and adopt the Monday, February 13, 2023, agenda, as amended”

Board Member D. McDowell requested addition to the Agenda: FOL update be added to New Business 10.1 and shift other Business in accordance with this change

Moved by: F. Mobbs Seconded by: J. Giordano Result: Carried.

3 Closed Session

Motion:

“THAT the Bradford West Gwillimbury Public Library Board move into a session that is closed to the public in accordance with the Public Libraries Act, Section 16.1(4)(G) a matter in respect of which a board or committee of a board may hold a closed meeting under another Act at 7:01pm.”



Moved by: Diana Sheeler

Seconded by: Joseph Giordano

Result: Carried

- 3.1 Closed Minutes of January 16, 2023
- 3.2 Board Education/Training

MOTION:

“THAT the Bradford West Gwillimbury Public Library Board rise from a session that is closed to the public in accordance with the Public Libraries Act, Section 16.1(4)(G) a matter in respect of which a board or committee of a board may hold a closed meeting under another Act at 9:10pm.”

Moved by: J. Giordano

Seconded by: F. Mobbs

Result: Carried.

- 4 **Special Guest Speakers** – none.
- 5 **Declaration of Conflict of Interest**—
- 6 **Confirmation of Consent Agenda**

- 6.1 Regular Meeting Minutes of Monday, January 16th, 2023
- 6.2 CEO Report
- 6.3 Community Engagement Report
- 6.4 Corporate Services Report
- 6.5 Cultural Services Report
- 6.6 ~~Public Services Report~~

MOTION:

“THAT the Bradford West Gwillimbury Public Library Board receive the Consent Agenda 6.1 to 6.5 inclusive as amended.”

Moved by: J. Turner

Seconded by: D. Sheeler

Result: Carried.

7 Financial Report

- 7.1 Monthly Financial Report

MOTION:

“THAT the Bradford West Gwillimbury Public Library Board receive the Financial Report as printed.”





Staff provided the Board with an update on the Financial Report of the Board and noted that the budget will be firmed up when budget has been approved by the board and council

Moved by: F. Mobbs

Seconded by: C. Duhaney

Result: Carried.

8 Correspondence—None

9 Board Training— None

10 New Business

10.1 Friends of the Library Update – D. McDowell

Board member D. McDowell provided an update from the Friends of the Library Meeting. An outline of a proposed request from the CEO to the Friends for funding support on an internal project was mentioned, along with the proposed next steps outlined in an agreement between the CEO and the Friends of the Library.

MOTION:

“THAT The Bradford West Gwillimbury Public Library Board receive the verbal report of the Friends of the Library meeting update”

Moved by: C. Duhaney

Seconded by: J. Turner

Result: Carried.

10.2 2023-02-01 Board ByLaw-05 Code of Conduct Report

MOTION:

“THAT The Bradford West Gwillimbury Public Library Board receive the Board ByLaw-05 Code of Conduct Report for information.”

Moved by: D.

Seconded by: J. Giordano

Result: Carried.

10.3 2023-02-02 Budget Report - Update

MOTION:

“THAT The Bradford West Gwillimbury Public Library Board receive the 2023-02-02 Budget Report—Update for information.”





Staff provided the Board an update on the Library Budget. Staff spoke to the report, outlining changes and process for the Library Draft Budget. Staff provided insights into specific GL lines and fielded Board member questions.

Moved by: F. Mobbs

Seconded by: J. Giordano

Result: Carried.

10.4 2023-02-03 Capital Budget Change Request

MOTION:

“THAT The Bradford West Gwillimbury Public Library Board receive the report 2023-02-03 Capital Budget Change Request for information; and, THAT The Bradford West Gwillimbury Public Library Board approve and direct the CEO to present the revised Capital Projects list at the 2023 Budget Deliberations, which will include the replacement of the Automatic Material Handling Unit in 2023.”

Staff provided the Board with an update on the Capital Budget, and outlined requested changes due to unforeseen circumstances. Staff outlined the new 10 year capital projects with justification. Staff fielded questions from the Board of Directors.

Moved by: D. Sheeler

Seconded by: F. Mobbs

Result: Carried.

10.5 2023-02-04 Return on Investment

MOTION:

“THAT the Bradford West Gwillimbury Public Library Board receive the report 2023-02-04 Return on Investment for information.”

Staff provided the Board with an update on the Return on Investment. Staff outlined how the ROI was calculated, including highlighting some detailed number breakdown. Staff fielded questions from the Board revolving around advocacy.

Moved by: D. McDowell

Seconded by: J. Giordano

Result: Carried.

11 Board Committees—No Updates

12 Next Meeting—Monday, March 20, 2023 @ 7pm.

13 Adjournment

MOTION:





“THAT this regular meeting of the Bradford West Gwillimbury Public Library Board adjourns at 9:39 pm.”

Moved by: J. Giordano

Seconded by: F. Mobbs

Result: Carried.





To: Library Board
Prepared by: Matthew Corbett, CEO
Date: March 20, 2023
Subject: CEO Report

1. **Staff Development**

First Aid/CPR training was provided for half of the Library Staff on February 27, 2023. The Library will provide the training to the remaining staff later in 2023. This will ensure all staff in the building are provided with basic first aid training in a staggered approach. Staff are looking into trauma informed de-escalation training for staff. This is a person-centred strategy and prevention tool for difficult behaviour that will help staff to understand escalation cycles and help to mitigate risk when working with public. This training and resources support goal 3 of the Strategic Pillars.

2. **Grant Applications**

The CEO applied to the Young Canada Works Grant for 1 position and is still awaiting approval/rejection.

An application for the TD Grant for Cultural Services was submitted on February 15th and is pending approval/rejection. The grant application typically takes three to four months before notification is provided to applicants. Staff will provide the Board with a report on this grant, and the details of the project, pending approval from TD Bank.

3. **Diversity, Equity and Inclusion Updates**

- Staff have been working through recommendations from the first Equity Audit.
- An updated list will be provided to the Board, along with an overview likely at the March meeting
- Staff attend the Municipality's DEI working group monthly, contributing DEI initiatives the Library is working on
- Staff are looking to develop an in-house working group
- An Updated report is found in the March 20, 2023 Board package detailing a plan and approach for completion of the remaining recommendations as well as next steps.

4. **Master Plan**

The Master Plan and Feasibility Study continues to make progress. Staff are working with the Consultants to provide data and research information for assessment. In August, an in-person tour and meet-and-greet of the Staff occurred. Stakeholder focus groups occurred in





September. Consultants began analyzing the 900 responses from the survey (a record number of respondents from a municipality and Library of our size) and the focus group consultations and are working on formulating the content of the Master Plan. Staff have negotiated a focus group session with individual Board members and the Consultants to get feedback from members to incorporate into the final document.

5. **Hiring and Openings**

Staff continue to interview for a facilities custodian, as well as filling the vacant positions within the Library. Positions Staff are recruiting for include: Customer Service Specialists, Information Service Specialist, Local History Assistant, Community Engagement Facilitator, & Facility Custodian.

6. **General Updates**

CEO completed the panel work of evaluating Young Canada Works. This provided valuable insights for future grant applications Bradford Library may apply for.

Budget was presented to Municipal Council by the CEO and the Board Chair. A report presented in the Board Package provides a formal update for the Board.

Working with Facilities, Food Bank and Gwillimdale farms on the logistics of a Community Fridge. Procedures have been finalized between the stakeholders, and designs are in the works.

CEO is currently working on designing a program for Staff to create corporate core values. These values will be attached to another project the CEO is working on under pillar 3 of the Strategic Goals/Pillars.

CEO is currently evaluating the organization based on the Accreditation Guidelines put out by the Federation of Ontario Public Libraries and the Ontario Library Association. It is the goal that the Library will go through and be successful on the Accreditation Guidelines for 2024 Awards Ceremony at the OLA SuperConference.

Staff are beginning work on the Accessibility Plan

7. **Action Items/CEO List**

- a. Library 2023 Budget—Finalized, presented to Council, to be ratified by Board
- b. Master Plan—In progress
- c. Board Orientation—In progress
- d. County Review—Awaiting County response
- e. Friends of the Library, Constitution Development and Campaign initiative—Constitution completed; Website presence and marketing TBD
- f. Union Collective Bargaining—In progress
- g. Library-Town MOU—On Pause
- h. Policy Review and Planning—In progress with Policy Committee
- i. Grant applications—Report back in progress (awaiting Master Plan completion)





- j. Equity and Inclusion Recommendations—Part 1 in progress
- k. Hiring—in progress
- l. Accreditation—In preliminary progress (assessment in progress)
- m. Records Retention Program—In progress
- n. Strategic Plan, Goals—Business plan implementation in progress
- o. Analysis of Social Media strategy/engagement—Early stages
- p. Accessibility Plan—In preliminary progress
- q. Corporate Core Values—In progress
- r. 2023 Strategic Scorecard—Preliminary planning
- s. Branding Project—Preliminary progress
- t. Capital Budget Procurement—In progress





To: Library Board
Prepared by: Elizabeth Campbell, Manager of Community Engagement
Date: March 20, 2023
Subject: Community Engagement Report – February 2023

Purpose

The purpose of this report is to provide an overview of last month's progress and share upcoming priorities related to the Library's strategic pillars and objectives for the Community Engagement department.

Report

A – February Outcomes

A significant achievement for all departments was the development of a centralized planning document. This will enable all four departments (Public Service, Cultural Services, Corporate Services, and Community Engagement) to co-ordinate and collaborate on initiatives such as Black History Month, Pride, National Day for Truth and Reconciliation, Culture Days, etc.

We continue to get positive feedback from our regular children's program participants about our removal of the requirement for program registration for these programs. The move to totally drop in was made possible through the movement of programs from the smaller program rooms to the large-capacity Zima Room.

With the drop in format, however, we are starting to reach capacity in the Zima Room (based on a ratio of programmer to children) and anticipate having to limit attendance to first come, first served during some of the March Break programs. The availability of our passive programs, such as the toys, Awesome Boxes and a scavenger hunt, will provide a nice diversion if programs are filled.





February Outcomes cont'd		
Strategic Pillar: Become Community Led		
Objective	Sub-department	February Activities
Anti-Poverty Initiative	Outreach	Community Volunteer Income Tax Program: <ul style="list-style-type: none"> - recruit and train volunteers make appointments for clients
Greater connection with stakeholders within the community	Outreach	Connecting with teachers to set up building tours and outreach opportunities
	Outreach	Four sessions of outreach in the Library café; greeting patrons and promoting our new ebook resource cloudLibrary – interactions with 86 patrons
	Community Engagement	Asset Mapping and development of CRM
Establish relationships with Social Service Agencies and Community Partners	Outreach	Connections with Social Services agencies/Library partners: <ul style="list-style-type: none"> - YMCA of Simcoe Muskoka - Bradford Women's+ Group - Bradford Farmers' Market Simcoe Muskoka Catholic District School Board
	Outreach	Bookings of the Calder Room this month: <ul style="list-style-type: none"> - Matthew's House - CMHA York Simcoe - YouthCall Bookings of the Café this month Metrolinx





February Outcomes cont'd		
Strategic Pillar: Develop Infrastructure to Support Community Endeavours		
Objective	Sub-department	February Activities
Website Revitalization	Communications and Marketing	Working on bringing website up to date and building homepage as destination
Strengthening relationships with municipal departments	Programming	Joint program planning with Pool Supervisor and Fitness Supervisor
Use Social Media and local press to connect with community	Communications and Marketing	Increased frequency of posts on social media (Instagram, Facebook, and TikTok); weekly press releases
Build program offerings in support of Literacy	Programming	Ongoing programs for children, teens and adults
Build program offerings in support of Mental Health/Self Care	Programming and Outreach	For teens: Stress Busters For adults: Bradford Women's+ Group meeting, Ontario Caregivers presentation

Strategic Pillar: Build a Culture of Excellence		
Objective	Sub-department	February Activities
Workplace Development	Training	Ongoing onboarding of 4 new staff members
	Training	OLA Superconference Digital Experience for all staff
	Outreach to greater Library Community	Manager was a presenter of Superconference Live Chat: Non-Fiction Readers Advisory
	Training	Developing programs for children on the autism spectrum
	Training	First Aid and CPR certification for 5 staff





B - Looking Forward for 2023

Remainder of Q1		
Objective	Sub-department	Activities
Provide programs that support literacy, learning, and personal growth	Programming	March Break programs
Anti-poverty Initiative	Outreach	CVITP tax clinics until April 30
Expand access to the community		Develop procedure for Homebound Service
Workplace development		Hire 3 rd Community Engagement Facilitator
Greater connection with stakeholders in the community		Launch CRM to Community Engagement department
Workplace development		Develop programs for school tours
Inform Community about the Library	Communications and Marketing	Website refresh continues
Build literacy foundation for preschoolers		Development of advocacy campaign for Early Literacy
Workplace development	All	Onboarding continues





Q2		
Objective	Sub-department	Activities
Provide programs that support literacy, learning, and personal growth	Programming	April-May Program Session
Develop programs based on evidence of community needs		Introduction of programs for children on the autism spectrum and for new adults, along with new book clubs for adults
Provide programs that support literacy, learning, and personal growth		Summer Reading Launch
Workplace development		Special June programs for seniors, Drag Queen Storytime
Workplace development		Hire Summer Programmer and Summer Program Assistant
Work with local schools to build students' awareness of the Library	Outreach	Host school tours from April to June
Build literacy foundation for preschoolers		Participate in Kindergarten Orientations at local schools
Extend infrastructure into the community		Farmers Market Outreach
Design systems to support workflow		Launch of Homebound Service
Research for evidence-based decision-making		Launch CRM to all departments
Demonstrate value of Library card to our newest members	Communications and Marketing	New cardholders Advocacy campaign developed
Research to better understand community needs		Market Segmentation project
Workplace development	All	Onboarding continues





Q3		
Objective	Sub-department	Activities
Provide programs that support literacy, learning, and personal growth	Programming	Summer programs and reading clubs
		Book Club Summit
		Culture Days and Ontario Public Library Week
	Programming and Outreach	Simcoe Reads
Design systems to support workflow	Programming	Develop comprehensive annual program plan
Extend infrastructure into the community	Outreach	Parks and Library Lawn Outreach
		Carrotfest
Design systems to support workflow	Communications and Marketing	Develop comprehensive annual marketing plan

Q4		
Objective	Sub-department	Activities
Provide programs that support literacy, learning, and personal growth	Programming	Two Fall program sessions
Research to better understand community needs	Programming and Outreach	Develop evidence-based tools for program/outreach evaluation
Extend infrastructure into the community	Outreach	Pumpkinfest, and other Town events
Work with local schools to build students' awareness of the Library		Host school tours
Clarify communications with branding and templates that reflect BWGPL&CC for now and the future	Communications and Marketing	Rebranding project
Research to better understand community needs	Communications and Marketing	Evaluation methods reviewed and developed

C – Summary

The CE Department is actively working on several different fronts, most notably developing literacy-related programming and outreach, enhancing our marketing, researching our community, and onboarding new staff.





Program and Outreach Highlights

	February	
	Number of Activities	Number of Attendees
Children's Programs		
Babytimes	12	344
Storytimes	17	622
Tween Book Club	1	2
French Reading Circle - Virtual	4	35
Small Group Tutoring Presented in partnership with the Simcoe Muskoka Catholic District School Board	3	30
Total	37	1,033
Adult Programs		
Knit Happens	2	10
Next Chapter Café	1	3
Book Club - Virtual	1	7
Music & Poetry Circle Presented by the Cultural Services Dept. in Partnership with the BWG Music & Poetry Circle	1	21
Board Game Night	1	3
Bradford Women's + Group Presented in partnership with the Bradford Women's+ Group	1	22
Ontario Caregivers Organization - Virtual Presented by The Ontario Caregivers Organization	1	5
Total	8	71
Teen Programs and Volunteer Opportunities		
Design a colouring page	1	24
Total	1	24
All Ages Program		
Winter Reading Challenge	1	30
Overall Total		
Outreach		
cloudLibrary in the Café	4	86
Calder Room Bookings	3	
Donation box	1	
Café Bookings	1	





Communications Highlights

Social Media Performance						
Measure	Facebook		Instagram		TikTok	
	February		February		February	
	Number	% change from last month	Number	% change from last month	Number	% change from last month
Posts	71	20.3% ↑	57	14% ↑	12	900% ↑
Stories	15	100% ↑	32	23.8% ↓	NA	NA
Reach	6,647	27.1% ↓	1,735	30.2% ↓	4,712 views	1,405.4% ↑
Visits	2,117	7.3% ↓	487	2.5% ↑	75	275% ↑
New Facebook Likes/Instagram Follows	8	33.3% ↑	45	50% ↑	325	3,962.5% ↑

Enewsletter Performance	February
Email newsletters	12,753*
Open Rate	52.2%
Total Clicks	529
Click Rate	4.1%
Mobile	9.11%
Desktop	90.89%

*Totals for BWG Newsletter, Volunteer Opportunities, and Bestseller List

Most clicked links:

Link	Clicks
Drop-in storytime schedule	91
Mosaic of Black Culture Event	37
CloudLibrary site	30
BWGPL website	28





To: Library Board
Prepared by: Nina Cunniff Deputy CEO & Manager of Cultural Services
Date: March 20, 2023
Subject: Corporate Services Report for February Activities

Purpose

The purpose of this report is to provide an overview of the previous month’s activities and upcoming activities for this month as related to the Library’s strategic pillars and objectives for the Corporate Services Department.

Report

Section 1 – Previous Month’s Activities

Strategic Pillar	Activity
Become community led	In response to community requests, reactivated print newspaper subscriptions
	Collaborated with Information Service Specialists to set up book/DVD displays for Black History Month
	Created promotional book shelf in cloudLibrary and promoted DVDs from Kanopy for Black History Month
	Began preparations for 2023 Seed Library
Develop Infrastructure	Teamed with Town’s Leisure Centre to support students studying to be lifeguards Creative Centre
	<ul style="list-style-type: none"> • Set up Vinyl Cutter computer • Set up 3D printer computer • Updated iMacs • Set up iPads for March Break program
	Set up CVITP computer for program





	Set up coin machines and LPTOne print stations with new photocopying prices
Build a culture of excellence	Improved facility with a test of new LED bulbs sourced from the USA
	Brought in laptopsanytime technician to resolve complaints about the laptop lending kiosk
	Reviewing and revising loan policies to improve accessibility
	Moved launchpad collection out from behind Service Desk to increase awareness and improve accessibility
	Set up four computers for staff

Section 2 – Upcoming Month’s Activities

Strategic Pillar	Activity
Become community led	Complete preparations to introduce 2023 Seed Library
	Purchase and set up recharging station for Library visitors to use
Develop Infrastructure	Work with Town’s leisure facilities to create lifejacket lending program
	Finish testing and then implement ILS upgrade
Build a culture of excellence	With successful test of new bulbs sourced from the USA begin final transition to LED lights
	Finalize transition to cloudLibrary
	Complete Provincial Annual Survey

Section 3 – 2023 Business Plan

Strategic Pillar	Activity
Become community led	Create Accessibility Plan
Develop Infrastructure	Develop ARPs with vendors for print and non-print material
Build a culture of excellence	Create Collection Development Plan, including





	plan for Library of Things
	Develop building maintenance plan
	Develop Technology Plan
	Review collection and shelving organization to improve accessibility

Section 4 – Statistics

Collection

- Added 329 print items
- Added 43 non-print items (DVDs, Games, etc.)
- Deleted 1,174 items
- Cleared 5,373 records as part of project to remove eBooks and eAudiobooks from the catalogue
- Received and processed 39 ILLO/Purchase requests
- Created approximately 2,000 seed packs for Seed Library





To: Library Board
Prepared by: David di Giovanni, Manager of Cultural Services
Date: March 20, 2023
Subject: Cultural Services Report – February 2023

Purpose

The purpose of this report is to provide an overview of last month’s progress and share upcoming priorities related to the Library’s strategic pillars and objectives for the Cultural Services Department.

Report

Part A—Last Month Outcomes

In February 2023, the Cultural Services Department supported the programming of two public events celebrating Black History Month, both which partnered with Simcoe-based organizations. The Main Floor Display case was also updated to display Library-led research on local Black settlers in the mid 1800s in/around BWG. We began an internal staff education campaign called “The ABC’s of DEI,” which will provide weekly terms and language via the internal DEI Teams channel.

Objective (Strategic Pillar)	Department Pillar	Activities
Greater connection with stakeholders within community (Community-Led)	Arts and Culture	<p>Produced “Hilario Duran: Live in BWG” with Barrie Jazz Festival (an afternoon of Afro-Cuban music) and “Mosaic of Black Culture” event with Making Change Simcoe County.</p> <p>Partnered with South Simcoe Arts Council to display artwork of Simcoe-based Black painter Atswei (Jan – Mar)</p> <p>Event planning continues with Barrie Persian Association for Nowruz event in March and display organization around Persian Heritage Month (March);</p> <p>Begin planning for Quran display in Zima room with Ahmadiya Muslim Women’s Association on first day of Ramadhan;</p>





		<p>Began outreach for Indigenous committee members to support Indigenous People’s Day planning;</p> <p>Beginning outreach for April’s “Holy Book” display in Main Floor Display case to Ahmadiya Muslim Women’s Association, BWG Baha’i Group, Jewish Bradford, Hindu Forum Canada, and others.</p>
	Local History	Supported four local history requests;
Create flexible spaces conducive for community, businesses, stakeholders (Enhanced Infrastructure)	Arts and Culture	<p>Used “Magazine Area” for Barrie Jazz Festival event as Zima was used;</p> <p>Opened Café and Zima spaces on Feb 19th for “Mosaic of Black Culture” event when Library was closed for Family Day: piloting alternate space use to grow community offerings.</p>
	Local History	Continue ‘open hours’ for Local History Room
Strengthen relationship and partnerships with municipal departments to enhance programs and services (Enhanced Infrastructure)	Arts and Culture	<p>Leveraged Town’s relationship with BradfordToday to share press releases for Black History month events;</p> <p>Continue the planning of Indigenous People’s Day and Multiculturalism Day with Bethany/Tasha from the municipality;</p>
	DEI	Shared Black History Month programs through Town’s DEI Working Group and employee Hub;
Enhance Cultural Services (Culture of Excellence)	Arts and Culture	Grant application submitted to TD on behalf of Friends of the Library to support BIPOC visual artists;





	Local History	Job description preparation for hiring of Local History Assistant
Make further progress on DEI recommendations (Culture of Excellence)	Local History	Engaged Barrie-based genealogist to begin research on early Black settlers in/around BWG to be included in our display case, local history room, and social media
	DEI	Finalized Terms of Reference for internal EDI committee Began internal staff education/information campaign regarding DEI terminology; Connected with Dept of Community Engagement to begin planning how to build infrastructure (annual internal audit/checklist) around EDI Audit Recommendations connected to Social Media and comms;

Part B – Short-Term Upcoming Objectives

We are preparing for the celebration of Nowruz on March 26 2023. We seek to partner with local religious groups in April for a Main Floor Display spotlighting Holy Books and important holidays. We will be celebrating Asian Heritage Month in May with a professional dance event. We will also be preparing for larger community-engaged events in preparation for June (Indigenous Heritage Month, Pride Month, and Canadian Multiculturalism Day).

Objective (Strategic Pillar)	Department Pillar	Activities
Greater connection with stakeholders within community (Community-Led)	Arts and Culture	Q2 - Continue outreach to source potential collaboration with resident-led group in celebration of Asian Heritage Month; Begin pilot of Indigenous-led committee planning model in advance of Indigenous Heritage Month; Plan for a community-engaged project for Pride;
	Local History and Heritage	Q2 - Continue to support Local History Association and BWG Genealogy Group through marketing and promotion;
	DEI	Q2 - Leverage training from Canadian Centre for Diversity and Inclusion conference to share with library staff; Begin internal EDI committee;
Create flexible spaces conducive for community,	Arts and Culture	Q2 - Continue changing of artwork displays on a three-month roster;





businesses, stakeholders (Enhanced Infrastructure)		Q3 - Continue outreach to community groups to promote the use of our space for cultural celebrations / displays;
	Local History and Heritage	Q2 - Increase 'open hours' for Local History Room in conjunction with hiring of Local History Assistant
	DEI	Q3 - Work with Community Engagement Department and CEO on Equity Audit recommendations related to signage and marketing/promotions;
Strengthen relationship and partnerships with municipal departments to enhance programs and services (Enhanced Infrastructure)	Arts and Culture	Q2 - Partner with municipality on Indigenous Heritage Month and Canadian Multiculturalism Day programming;
	DEI	Q2 - Promote Library as space to host Town's DEI Working Group events for Town Staff; Continue regular sharing of Library DEI-related events and resources; Q2 – Engage Town employee on DEI Working Group to sit in on internal library DEI group; Q3 - Increase Library staff attendance and engagement in Town's DEI Working Group events;
Enhance Cultural Services (Culture of Excellence)	Arts and Culture	Q2 - Approve Cultural Services Business Plan and Goals; Continue to apply for funding to grow Cultural Services budget;
	Local History and Heritage	Q2- Hiring of Local History Assistant; Q2 – Hiring of Local History Asst. Q3 - Grow promotion and use of digitized newspaper microfilm; Grow research on local Indigenous histories; Grow donations from equity-seeking groups;
	DEI	Q3 - Create Equity workplan and priorities with EDI Committee, alongside completion of Equity Audit recommendations.
Make further progress on EDI recommendations	Arts and Culture	Q2 / 3 - Continue to build relationships and partnerships with equity-seeking artists and cultural groups for events, displays, programs, and training.





(Culture of Excellence)	Local History and Heritage	Q3 - Continue to grow research on historical and contemporary equity-seeking groups in BWG
	DEI	Q2/3 - Support integration of Equity Audit recommendations, including one's specific to job applications, audit of collection/displays, and training. Q2/3 – Integrate Reconciliation recommendations from Ontario Federation of Public Libraries into Equity Audit Workplan;

Summary

The Cultural Services Department is at the early stages of its development. The major focus is on the creation and approval of a Business Plan that articulates multi-year goals and activities. Alongside this, the priority continues to be growing relationships with local artists and cultural groups, growing and leveraging resources through the Town as well as potential funders, and continuing to make progress on the Equity Audit Recommendations.

Appendix A – Attendance at Cultural Services Events/Activities (Feb 2023)

Month	Activity	Date	Attendance	Partner
February	Hilario Duran Live in BWG	5-Feb-23	65	Barrie Jazz and Blues Fest
	BWG Genealogy Group	9-Feb-23	8	BWGGG
	BWG Local History Association February Meeting	11-Feb-23	29	BWGLHA
	BWG Music and Poetry Circle	12-Feb-23	21	Russ and Meade
	Mosaic of Black Culture	19-Feb-23	85	Making Change Simcoe County





To: Library Board
Prepared by: Andrea Ciurria, Manager of Public Services
Date: March 20, 2023
Subject: **Public Services Report – February 2023**

Purpose

The purpose of this report is to provide an overview of last month’s progress and share upcoming priorities related to the Library’s strategic pillars and objectives for the Cultural Services Department.

Report

Part A—Last Month Outcomes

In February 2023, the Public Services Department developed a plan and process for the Creative Lab. This included a plan to provide access to various equipment and services. On the Information Specialist side of the department, Staff created book displays to support and promote initiatives from Community Engagement and Cultural Services. This included displays celebrating Black culture, authors, and storytelling. Future reports will provide the Board with a chart updating the last months outcomes based on the Strategic Pillars/Goals.

Part B – Short-Term Upcoming Objectives

Staff are working on a number of upcoming objectives to support the Strategic Pillars/Goals. The below chart provides the Board with updates on future tasks, to be completed within the 2023 year. As projects are completed, Staff will update/review, and expand the departmental tasks.

Objective (Strategic Pillar)	Department Pillar	Activities
Improve library system usability. Focus on patron-centred services. Focus on inclusivity	Customer Service	Focus on developing user-centered customer service, reference services and readers advisory Focus on Black Voices across all Library Merchandising including digital shelves for BHM



		<p>Anti-Poverty Initiatives: Access Card Category added to improve inclusivity. Virtual Card Category created for primarily digital content users;</p> <p>Improvements to Online Registration Process were completed</p>
<p>Enhance Technology for the BWG Community and BWG PL Staff</p>	<p>Infrastructure Support</p>	<p>piloted new Study Room Booking Conditions. Currently they are being evaluated through an Equity lens.</p> <p>Increased Public Access Computers from 4 to 7</p> <p>Re-launched the Digitization Station – 1st access to the Creative Lab</p> <p>Introducing tablets for Customer Service and Information Specialists to be able to offer mobile help in the library</p>
<p>Develop a workplace that provides excellent service to the BWG Community</p>	<p>Public Service</p>	<p>Ongoing training with Customer Service Staff following the Strategic Service Delivery Review in order to support new job descriptions and the organizations strategic direction.</p> <p>Build on User Experience and build resiliency across staff</p> <p>Standardized Service Desk technology</p> <p>Department Procedure Binder is being built</p> <p>Trauma Informed Public Service and De-escalation training is being investigated</p> <p>Hire Information Specialist and Customer Service Specialist; Train all front-line staff on processes</p> <p>Develop resiliency plan to support staff</p>

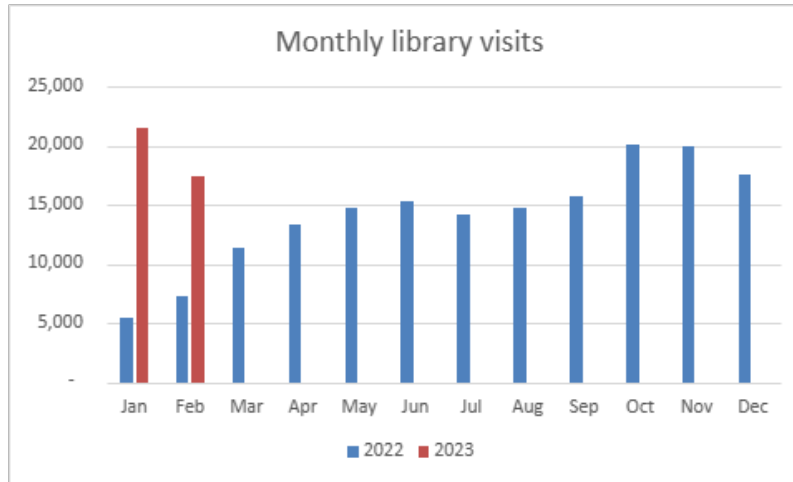




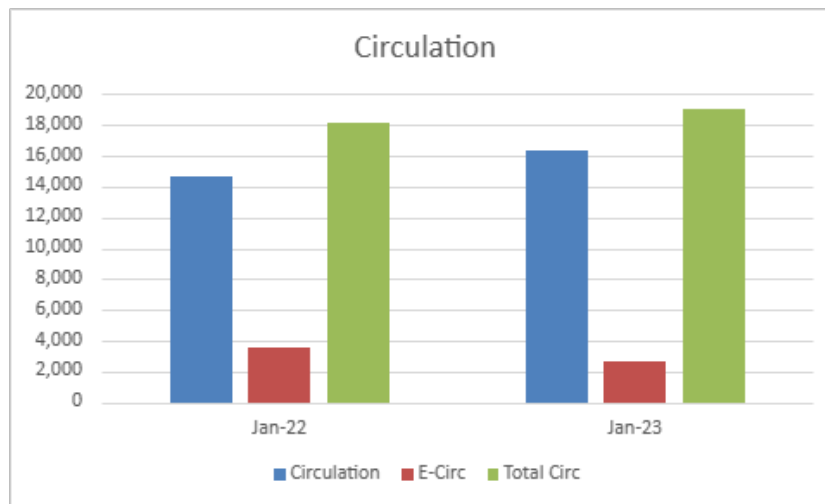
Summary

The Public Services Department is focusing on developing the department and expanding staff resiliency to ensure strong customer service to the community. A key component is to respond to and support initiatives stemming from Cultural Services and Community Engagement, along with developing and expanding the Creative Lab services to the BWG Community.

Appendix A – Statistics from February 2023



January 2022:	5,380	January 2023:	21,564
February 2022:	7,229	February 2023:	17,451



February 2022: 17,732
February 2023: 19,012

Circulation increases of 5% over 2022.



Actual vs Budget Year To Date by Department:

Department: 5000 - Library

Reporting Period: January, 2023 To December, 2023 (12 Months)

Fund: - 05 - Library; Department: 5000 - Library; Object: All; Activity: All

	Budget	YTD Actual Cost	Variance Over/Under	Percentage Variance
Revenue:				
Cost Recovered	15,000	10,188	(4,812)	-32.08%
0170 - Cost Recovered	15,000	10,188	(4,812)	-32.08%
Fines	0	0	0	0.00%
0130 - Fines	0	0	0	0.00%
Grants	27,332	1,156	(26,176)	-95.77%
0210 - Ontario conditional grants	27,332	1,156	(26,176)	-95.77%
Other revenues	0	4	4	100.00%
0160 - Donations	0	4	4	100.00%
Transfer from reserves	18,000	0	(18,000)	-100.00%
0923 - Transfer from Municipal Services DCA R. F.	18,000	0	(18,000)	-100.00%
User fees	12,000	3,118	(8,882)	-74.02%
0110 - Rent, concessions	12,000	3,113	(8,887)	-74.06%
0182 - Registration	0	0	0	0.00%
0191 - Sales	0	5	5	100.00%
Total Revenue	72,332	14,466	(57,866)	-80.00%
Expense:				
Advertising & Promotions	6,000	60	(5,940)	-99.00%
3045 - Advertising & promotions	6,000	60	(5,940)	-99.00%
Bank/Processing Fees	700	0	(700)	-100.00%
4010 - Finance/Bank Charges	700	0	(700)	-100.00%
Communications	6,620	742	(5,878)	-88.79%
3030 - Telephone & Communication	6,620	742	(5,878)	-88.79%
Contractual Services	115,100	25,658	(89,442)	-77.71%
3300 - Contracted services	101,100	17,114	(83,986)	-83.07%
3302 - Janitorial cont. services	0	8,544	8,544	100.00%
3335 - Software annual maintenance	11,500	0	(11,500)	-100.00%
3340 - Winter Maintenance	2,500	0	(2,500)	-100.00%
Insurance	61,357	0	(61,357)	-100.00%
3055 - Insurance Premiums	61,357	0	(61,357)	-100.00%
Material & Supplies	404,162	62,015	(342,147)	-84.66%
3000 - Materials & supplies	27,000	729	(26,271)	-97.30%
3002 - Cleaning Supplies	15,000	0	(15,000)	-100.00%
3005 - Office Supplies	5,000	0	(5,000)	-100.00%
3006 - Program Supplies	19,000	1,946	(17,054)	-89.76%

Actual vs Budget Year To Date by Department:

3040 - Public Relations	3,000	0	(3,000)	-100.00%
3110 - Library Books	335,162	59,340	(275,822)	-82.29%
Mileage, Conference & Training	25,000	2,774	(22,226)	-88.90%
3010 - Professional Development	13,500	0	(13,500)	-100.00%
3015 - Membership	6,000	2,746	(3,254)	-54.23%
3020 - Mileage, Meals and Travel Expenses	5,500	28	(5,472)	-99.49%
Postage & Courier	6,000	1,018	(4,982)	-83.03%
3035 - Postage & Courier	6,000	1,018	(4,982)	-83.03%
Professional Services	16,360	248	(16,112)	-98.48%
3305 - Consulting Fees	1,200	248	(952)	-79.30%
3310 - Auditing	5,160	0	(5,160)	-100.00%
3320 - Legal Fees	10,000	0	(10,000)	-100.00%
Repairs & Maintenance	26,000	388	(25,612)	-98.51%
3100 - Repairs & Maintenance	12,000	102	(11,898)	-99.15%
3101 - Computer hardware maintenance	14,000	286	(13,714)	-97.96%
Salaries & Benefits	2,208,307	275,469	(1,932,838)	-87.53%
1000 - Full-time wages	1,217,218	153,754	(1,063,464)	-87.37%
1005 - Part-time wages	586,452	66,066	(520,386)	-88.73%
1015 - Sick time	4,000	0	(4,000)	-100.00%
1020 - Vacation	27,213	0	(27,213)	-100.00%
1030 - Benefits	373,424	55,649	(317,776)	-85.10%
Subscriptions	0	0	0	0.00%
3050 - Subscription & publications	0	0	0	0.00%
Utilities	72,400	1,602	(70,798)	-97.79%
3085 - Hydro	54,000	466	(53,534)	-99.14%
3090 - Heating	14,000	1,967	(12,033)	-85.95%
3095 - Water/Sewer	4,400	(831)	(5,231)	-118.89%
Total Expense	2,948,006	369,975	(2,578,031)	-87.45%
Net Total	(2,875,674)	(355,509)	2,520,165	87.64%



To: Library Board
Prepared by: Matthew Corbett, CEO
Date: March 20, 2023
Subject: 2023-03-01 Equity Audit Progress Report

Purpose

This report is presented to the Library Board to provide greater information and details on the Cultural Plan for 2023. The Report is provided with background information which informs the business plan for 2023.

Background

In 2021, the Library Board began discussing some of the growing concerns that arose around diversity, equity, and inclusion. Part of the discussion stemmed from the events that occurred in previous years that led to the municipality appearing before the Human Rights Tribunal of Ontario where recommendations were provided around DEI (At a high level, a fight erupted at the Leisure Centre and as a result, five racialized teens were barred for over a year from using the Recreation Centre and the Library).

Also, an influencing part of the conversation revolved around the Library and the display case. While displays fall under the purview of operations, questions were raised about the types of displays being presented during key moments of recognition throughout the year. It was of the opinion of the Board that more effort and thought go into the presentation/displays.

Finally, the last portion of the conversation focused on the events that occurred in May 2020 with the murder of George Floyd. A growing question and concern from some community members questioned why the Library/Board was silent on social media. While the Library typically does not engage in political discourse, the platform of the Library is one that instills education and promotes inclusion. As a result, Staff outlined how the organization was responding through an educational and inclusive lens through displays, book lists, programs, and newsletters.

Staff took the information from the Board meeting in May and June to create a plan to move forward in assessing the organization in all facets to ensure the organization is inclusive, barrier-free, and respectful of DEI practices. In August, 2020 staff presented two options for the Board that would take the Library through an Equity Audit and provide the Board with recommendations to enhance the organization. Staff were directed to move ahead with Tana Turner Consultants.



Report

Consultation with Tana Turner Consultants began in October 2020 the ultimate goal of assessing the workplace to create an inclusive organization that not only strives for diverse representation among its employees but also embraces, values, and capitalizes on this rich diversity as a source of strength, innovation, and creativity. The process was broken into two separate reports: Equity Audit Part 1 and Equity Audit Part 2.

Equity Audit Part 1

The first Equity Audit focused on the Library's employment practices and policies, as well as employee perceptions and experience. Specifically, "this Equity Audit aims to identify and make recommendations for the elimination of systemic, cultural, and attitudinal barriers to a diverse workforce, equitable employment policies and practices, and an inclusive workplace". To adequately achieve results, the equity audit drew data from qualitative and quantitative sources through the following methods:

- Review of employment policies, written procedures, and related documents
- Review of nine files for competitions conducted between 2018 and 2020 to assess how policies are implemented and to identify informal practices
- Two focus groups in which 12 employees participated
- An online Workplace Equity and Inclusion Survey that was distributed to all employees via email, in which 23 employees participated, and
- One-on-one interviews with managers, the Deputy CEO, and the CEO.

Recognizing that Bradfords growth rate since 2006 has outpaced Ontario's overall growth rate by percentage, and recognizing the net population growth of Bradford during the time of the data collection represented 55% of that new growth, the Equity Audit part one provided a section of findings and recommendations that incorporated barriers, perceived barriers, and potential issues as they relate to diverse communities. These were broken into the following review and recommendation sections:

1. Policy and Document Review—looking at human resources policies, procedures and related documents, the section provided insights that strengthen policy and/or procedures to comply with equity-related legislation "meet the Library's duty of care as an employer, and support workplace equity, diversity, and inclusion. We also address overarching concerns and identify any gaps in the Library's policy framework"
2. Recruitment (Job Postings, Advertisings, Selection Criteria, Prescreening, Assessment, Completion Files)—to ensure the appropriate processes are in place to attract a "diverse pool of qualified applicants to fill vacant positions. An organization's method of recruitment contributes greatly to the diversity of its workforce [and] includes activities designed to identify a qualified candidate for appointment to a vacant position. Selection



systems are closely linked to the recruitment system – the recruitment system provides the candidates who go through the selection process.”

3. Perceptions of Hiring Process (Advancement, Working Conditions, Respectful workplace, Attitudes)—focused on the employee perspectives of the organization which “act as a window into whether employment systems are fair, or perceived to be fair, and identify how organizational practices might differ from organizational policies”

Overall, the report produced 61 policy and procedure based recommendations within these three main areas of focus. The specific recommendations are appended to this report in Appendix A. The report, along with recommendations, were presented to the Board at the March 2021 Board meeting.

Equity Audit Part 2

Equity Audit Part 2 focused on a review of the Library’s Programs and Services, looking at the “environment created for patrons from diverse communities, backgrounds, and identities.” The overall purpose of the second audit reviewed policies and procedures of programs, as well as how the programs and services are delivered. The emphasis is placed on how to build on strengths and remove “systemic/institutional, cultural, and attitudinal barriers identified.”

Section 2.2 of the Equity Audit Part 2 defined barriers as formal or informal policies, practices and procedures that operate either by themselves or together to restrict or exclude Indigenous peoples or members of the equity-seeking groups from accessing and benefitting equitably from programs and services. The report further identifies the systemic and institutional barriers, cultural barriers, and attitudinal barriers with clear definitions and applications.

The overall report produced 32 recommendations and are found in Appendix A of this report.

Additional Recommendations and Achievements to date

While the Equity Audit Part 2 wrapped up, the Municipality completed an Equity Inclusiveness Review stemming from the directive from the Ontario Human Rights Tribunal. This produced an additional 27 recommendations specific to the Leisure Centre which the Library is exploring and incorporating into its future reviews.

Staff worked with the Human Resources Department in a relationship building and collaborative approach to address policies and practices that were highlighted in the Library (and which had implications on municipal practices). In a joint initiative, all human resources policies for both the Library and the Municipality were updated to include elements outlined in Equity Audit 1. Staff have also been part of a Diversity Inclusion Action Plan working group to help push some of the initiatives and recommendations from both Library and Municipal equity recommendations.



In October 2022, Library CEO and Manager of Cultural Services worked together to create an Equity Audit Workplan as a way of identifying a road-map for assessing our status in achieving the recommendations made in the Library’s Equity Audit, and as a planning tool in our aspiration to implement as many of the recommendations as we can. The following information provides a status report on the work done between October and December 2022.

Out of sixteen recommendations to address in 2022Q4:

- Six were completed;
- Six have been addressed, and require additional action;
- Four have not been addressed and require additional action;

2022Q4 Full Workplan and Status

22Q4				
When	Action Item	Report, Recommendation	Action Lead	Update
22Q4	Add DEI priorities in "Culture of Excellence" 2023 goal setting	1.1	David	Strategic planning will not take place in 2023. Will work with management to add DEI goals in each department’s business plan. Additional action required.
22Q4	Check that Dress Code Policy has been removed	1.5	Matthew	Revoked 9-19-22. Recommendation complete.
22Q4	Reach out about Prep and accommodation process	1.12	David	Accommodation policy covers this recommendation. Recommendation complete.
22Q4	Compare accommodation process with equity strategy actions	1.13	David	Accommodation policy does include that 'schedule' may be included as an accommodation request



				under the human rights code. Recommendation complete.
22Q4	Review ESA and check in about recommendation 16	1.16	David	Included in OHRC Accommodation Policy and Procedure. Recommendation complete.
22Q4	Research policies on supporting transitioning employees, and take some language to propose additions in accommodation or safe space or edi policies	1.26	David	The Workplace Accommodation Policy does specifically state that transgender employees may specifically make accommodation requests. Recommend the development of an internal 'best practices' guide for management which includes checklist of considerations. Additional action required.
22Q4	Check to see if driver's license was removed as job requirement	1.36	Matthew	Removed. Recommendation complete.
22Q4	Send David Destiny's prescreening hiring form	1.38	Matthew	Sent and confirmed. Prescreening hiring forms exists for each candidate. Recommendation complete.
22Q4	Create terms of reference, limitations, goals, time	1.58	David	Action complete. Recommendation in progress.



	commitments for an EDI committee			
22Q4	Cultural Services and Community Engagement to connect about website recommendations	2.2	David	In progress.
22Q4	Cultural Services and Community Engagement to connect about process for promoting diversity on socials	2.3	David	In progress.
22Q4	Review to see if Hate Speech was added to programming policy	2.11	Matthew	Hate speech was not added to programming policy. Recommend adding this or ensuring that partners/programs must agree to a code of ethics, etc. Additional action required.
22Q4	Review Partnership Policy to see if discrimination additions were made	2.12	David	Adds that partnership can be terminated of partner 'contravenes human rights code' - but does not include that the Library will not discriminate against partners due to Human Rights Code grounds- can be added. Additional action required.
22Q4	Check accessibility policy re alt text, and check in with Community Engagement about this practice	2.13	David	Accessibility Policy is missing text specific to social media and promotions as it would



				include providing alt text. Potential add to Accessibility Plan currently in development. Alt text is being included in socials. Additional Action required.
22Q4	Check in with Community Engagement re social media and equity recommendations	2.24	David	Ongoing.
22Q4	Go through t drive and review info on language, pull this and create implementation plan for staff	2.25	David	Complete. Develop plan for ongoing DEI training. Additional action required.

Equity Audit Status

	Incomplete	Complete	Ongoing
Report One	17	37	7
Report Two	12	15	5
Total	29	52	12
Report One	28%	61%	11%
Report Two	38%	47%	16%
Total	31%	56%	13%

Financial Implications

There are no financial implications to this report.



Summary

Staff have provided the Board with a comprehensive and detailed breakdown of the Equity Audit and Business Plan. Overall, the Library has addressed 56% of the overall Equity Audits and is working on 13%. There are 31% of the overall recommendations still outstanding.

Next Steps

Staff will continue through the Equity Audit action plan with the goal of addressing each recommendation by 2024. As noted, some action items require additional action. The creation of an internal DEI committee will support with the integration of some of these recommendations. We will report on the status of the Equity Audit quarterly.

Recommendation

THAT the Bradford West Gwillimbury Public Library Board receive the 2023-03-01 Equity Audit Progress Report for Information.”



Bradford West Gwillimbury Public Library

Cultural Service Business Plan

2023-2026

March 20, 2023

Table of Contents

Introduction.....	3
Bradford West Gwillimbury – The Library, the Community, the Background.....	3
Cultural Services Recommendations	3
Cultural Services Assessment.....	4
Strengths.....	4
Weaknesses	5
Opportunities	7
Threats	8
Cultural Services	8
Background.....	8
Pillars of Cultural Services	8
Vision of Cultural Services.....	8
Goals (2023 – 2026).....	9
Budget.....	9
Schedule A: Library Assets.....	11
Schedule B: Action Plan	13
Schedule C: Honoraria	18

Introduction

The purpose of this plan is to outline the cultural services assets offered by the Bradford West Gwillimbury Public Library and Cultural Centre for staff, board, and community members. The goal is to develop a comprehensive plan, which takes into consideration past/present programming and assets and articulated aspirations, and propose a path forward towards growing a well-rounded Cultural Services department at the Library, which includes Arts and Culture, Local History and Heritage, and the integration of Equity, Diversity and Inclusion into the fabric of the institution.

Bradford West Gwillimbury – The Library, the Community, the Background

The Bradford West Gwillimbury Public Library and Cultural Centre’s mission is to be a community gathering space providing free and equitable access to knowledge, ideas, and cultural experiences. We can understand “cultural services” to include strategies, programs, events, and exhibitions that promote the unique expression and celebration of the values and aspirations of a community or social group.

Serving a population of over 40,000 in Bradford West Gwillimbury, the Library is open seven days a week totaling 68.5 hours. Pre-pandemic, the library sees an average of about 160,000 patrons per year.

The Town of Bradford West Gwillimbury has been identified as one of the fastest growing communities in Ontario. There are also growing culturally-diverse communities within the Town. As of 2017, 19% of residents are identified as Visible Minorities with the largest cultural groups being South Asian (5%), Latin American (3%), South East Asian (3%), and Black (2%).

Cultural Services Recommendations

Over the last five years, there has been a variety of strategic plans, feedback sessions, and external recommendations from both the Town and Library that have touched on growing cultural offerings. The following are a summation of salient points. It is important to note that the recommendations listed under the “Service Delivery Review” have not been approved by the Library Board.

Source	Key Recommendations that impact Library’s Cultural Plan
Town of BWG’s Arts and Culture Master Plan (2017)	<ol style="list-style-type: none"> 1. Strengthen the Town’s Role in Cultural Development <ul style="list-style-type: none"> - Convene annual cultural summit 2. Build a strong and sustainable Cultural Sector <ul style="list-style-type: none"> - Deliver a Culture Days Program - Maintain Cultural Asset Information - Increase a focus on Diversity and Intercultural experiences in current and future festivals and events - Develop Artist in Residence Program - Develop plan to grow cultural festivals, events, and activities

<p>BWG Library Equity Audit Part Two Recommendations (2022)</p>	<p>Recommendation 15: It is recommended that the Display Areas Policy be revised to address the use of the display cases to recognize days/months of significance and to celebrate the diversity of BWG.</p> <p>Recommendation 20: It is recommended that the library participate in the Council's new Anti-Racism Advisory Committee and seek guidance through that committee on displays and content.</p> <p>Recommendation 22: It is recommended that the Library seek additional staffing to support a focus on community engagement and cultural activities in order to fulfill its mandate of being a cultural centre.</p> <p>Recommendation 31: It is recommended that directional signage be included to help people understand what is available at the library by identifying the sections and what is available to library users.</p>
<p>BWG Library Service Delivery Review (2022)</p>	<p>“Embrace Cultural Mandate” was a main goal in the 2022 Service Delivery Review. Specific relevant recommendations include:</p> <p>Recommendation 9: Create partnership framework where there is a clear quid pro quo for library</p> <p>Recommendation 10: Develop more creative/cultural programs to align with cultural mandate</p> <p>Recommendation 11: Consult community on regular basis to determine cultural programs that are desired</p> <p>Recommendation 12: ensure strong liaison with municipality in development of cultural programs</p> <p>Recommendation 13: continue to recruit staff to support cultural mandate and reflect community</p> <p>Examples of cultural programs identified by staff, stakeholders: Opportunities to attend local plays/performances, multicultural activities, cultural/historical object display, events for New Canadians, Visual Arts displays, Greenscreen podcast creation facilities, and arts and crafts programs.</p>

Cultural Services Assessment

The following SWOT analysis assesses three separate pillars of the Cultural Services Department: Arts and Culture, Local History and Heritage, and Equity Diversity and Inclusion.

Strengths

<p>Arts and Culture</p>	<p>Three indoor book-able programming/event spaces with a history of community/event use</p> <p>Significant visible wall-space with wire infrastructure for artwork display</p> <p>Large outdoor Lawn space directly West of Library, which is visible and has history of community and Town use</p> <p>A large community of artists and cultural groups that have experience planning and carrying out events and programs</p>
<p>Local History and Heritage</p>	<p>A large collection of files, photographs, artefacts, plaques, microfilm, books, videos, maps, audio recordings, and records from history of the area from 1800s to present</p> <p>Large volunteer base with active Local History association</p> <p>Local History Room is regularly used by visiting researchers, or persons interested in learning more about their genealogy, family history, property history, or for school projects;</p> <p>Some of archive has been digitized and is searchable on the public digital archive</p> <p>The BWG Library is the hub of BWG's history.</p>
<p>Equity Diversity and Inclusion</p>	<p>An Equity Audit for the organization was conducted by Tana Turner in 2020, and culminated in a series of recommendations for the Library</p> <p>The Library has met just over 50% of the Equity Audit recommendations and has a workplan to accomplish the remaining recommendations</p> <p>The Library is a partner organization with the Canadian Centre for Diversity and Inclusion, giving us access to EDI resources</p> <p>The Library has a representative that sits in on an internal Town-led DEI Working Group, as well as a Municipal Anti-Racism Committee of Council</p> <p>The Town has mandatory introductory training surrounding the Human Rights Code, as well as Reconciliation when new employees are onboarded</p> <p>BWG Library is part of the Federation of Ontario Libraries, who have identified one strategic pillar as being stepping toward Reconciliation with Indigenous communities, and have identified actions to meet relevant 94 Calls to Action;</p>

Weaknesses

<p>Arts and Culture</p>	<p>Programming/event spaces are only accessible during library hours: 8:00PM on weekdays and 5:00PM on weekends</p>
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	<p>Outdoor Lawn is highly underutilized by Library due to lack of Library staff to run large cultural events</p> <p>No budget item to pay artists to display their work</p> <p>Exhibition spaces are divided throughout the building</p> <p>Community sensitivity and conflict around what is included or not in the Main Floor display case</p> <p>Many arts and cultural groups in BWG are volunteer-led and face capacity issues for organizing/producing events</p> <p>Little financial or organizational infrastructure exists within the Town to support the resident-led event organizing or the arts</p>
<p>Local History and Heritage</p>	<p>The Library has had to rely on part-time summer students or contract positions to support the organization and use of the archive and local history room: leading to gaps in knowledge and some inconsistencies in procedures;</p> <p>It will take time for the new staff member (mngr cultural services) to grow an expansive knowledge of what exists in the local history collection;</p> <p>It is presently unclear what needs to be digitized and what does not;</p> <p>The archive has very little history / artefacts / items with regards to the Indigenous people who lived here before and during colonization;</p> <p>The archive has very little history / artefacts / items with regards to any other culturally diverse community that has lived in BWG, up until very recently;</p> <p>No infrastructure presently exists to solicit and encourage donations / contributions / participation from community members;</p>
<p>Equity Diversity and Inclusion</p>	<p>There is a significant gap in BIPOC representation among staff, including senior management</p> <p>The cultural demographics of BWG specifically are not reflected among staff</p> <p>With the majority of front-facing staff being part-time alongside staff shortages, there is a challenge in scheduling regular and meaningful training that would not result in closure of the Library</p> <p>As we seek to grow programs, events, and displays that reflect the diversity of our community, and as this is lacking among staff, we must rely on the contributions of resident-led groups, but do not have the funding to pay them honoraria or fees in exchange for their work</p>

Opportunities

<p>Arts and Culture</p>	<p>With very few professional equipped and accessible spaces that showcase local or touring visual or performing arts, Library has opportunity to become this Hub</p> <p>There is a desire from residents for more evening and weekend activities: allowing them to go out and build relationships in their community</p> <p>Patron survey results indicate interest in: Guest speaker talks, community celebrations and galas, open mic and performing arts events, Roving theatre companies, multi-cultural food events, public art installations</p> <p>Opportunity to grow more active community involvement in display organization</p>
<p>Local History and Heritage</p>	<p>The hiring of an additional part-time assistant who has a Local History focus and museum/archive training would allow for more consistent oversight and expertise</p> <p>A part-time assistant can potentially focus some time on researching Indigenous communities to grow this research / collection / understanding;</p> <p>As the population of BWG continues to diversify, possibly adopt a motto of “You Are Local History” to encourage a diversity of residents to donate significant items / photographs that will diversify the collection;</p> <p>Promote local history on first floor and in social media to grow use of Local History room;</p> <p>Digitize microfilm to allow more efficient searching</p> <p>Grow oral history collection</p> <p>Set up criteria and priorities for new donations</p>
<p>Equity, Diversity, and Inclusion</p>	<p>The creation of an internal staff-led committee can support the integration and evaluation of EDI principles, as well as propose new goals and directions that emerge from the diverse lived experiences of staff</p> <p>The Library can increase opportunities for culturally-relevant residents or resident-led groups to provide training and learning opportunities for library staff</p> <p>The Library should strive to measure its success at implementing DEI through the feedback of staff and patron</p> <p>Library can create action plan to address relevant 94 Calls to Action in order to meaningfully step toward Reconciliation</p>

Threats

Arts and Culture	Without significant financial support for infrastructure, staffing, as well as event fees to pay guest speakers, touring companies, etc, we are limited in the kinds of audience-engagement we can presently provide
Local History and Heritage	May have limited space / capacity to accept and process a large wave of new donations; The sharing / display of Indigenous artefacts must be paired with the proper cultural protocol / respect, or risk enacting colonialism;
Equity, Diversity, and Inclusion	The implementation and integration of EDI principles depends on buy-in and understanding from senior management The integration of EDI principles also depends on a staff committee who bring a diversity of cultural perspectives and lived experience With staff turnover, semi-regular training needs to be prioritized or else risks getting lost DEI work can risk being a ‘box-ticking’ exercise when turned into lists of recommendations—which makes it even more important that the work be seen and understood as a process as opposed to a result

Cultural Services

Background

In 2022, the Library hired a full-time “Manager of Cultural Services” to enhance the Town and Library’s cultural mandate. This is a new role for the library and a new department which aligns with an articulated community interest in seeing the Library support arts, culture and heritage. The Manager of Cultural Services is responsible for supervising and overseeing the day-to-day operations of the Cultural Centre.

Pillars of Cultural Services

The Cultural Services Department is responsible for three main pillars:

1. **Arts and Culture:** Supporting the growth of an arts and culture ecosystem in Bradford West Gwillimbury;
2. **Local History and Heritage:** Collecting, preserving, and showcasing our community’s rich history and heritage;
3. **Equity, Diversity, and Inclusion:** Supporting the integration of Equity, Diversity and Inclusion internally with Library staff, and externally through evaluation of our space, programs, collections, etc.

Vision of Cultural Services

The Cultural Services Department is a community-engaged, responsive, and culturally-relevant leader in growing access to and strengthening interaction with Bradford West Gwillimbury’s arts, culture, and heritage. We seek to be the heart of arts, culture, and heritage in South Simcoe.

Goals (2023 – 2026)

Taking the Cultural Assessment recommendations and SWOT Analysis into account, the Cultural Services Department has articulated the following goals to strive towards within the next three-year period (2023 – 2026).

1. The Cultural Services Department grows capacity for arts, culture, and heritage in BWG by growing and offering financial, professional development, showcase, research and leadership opportunities for local artists and cultural groups.
2. The Cultural Services Department grows tourism to and within Bradford West Gwillimbury by supporting and producing unique arts, culture, and heritage events, programs, and exhibitions for all ages.
3. The Cultural Services Department strengthens the Library’s role as a leader in promoting reconciliation with Indigenous communities, as well as inclusion and belonging within the community of Bradford West Gwillimbury.

Budget

The Library will continue to request funding increases through the budgeting process on an annual basis to cover the ongoing operating costs for the growth of the Cultural Services department.

For 2023, the budget for Cultural Services was broken down into the following:

Item	Amount	Notes
Programming Budget Allocation	\$6,000	Supporting guest performers, exhibitions for cultural events and activities
Contracted services (special events)	\$4,800	Newspaper digitization project
TOTAL	\$10,800	

Budgetary goals for 2023-2026

- To increase staff in Cultural Services department (Cultural Assistant x2) to support new programs, exhibitions, and events;
- To create specific GL code for the Cultural Services Department, and fund accordingly with anticipation and goal of an annual increase of 25% for the duration of this plan;

- To increase sponsorships and grants to support larger-scale events, exhibitions, and programs that grow tourism within/to BWG and strengthen relationship with Economic Development department;
- Adding additional capital expenses (ie special project) to enhance events and exhibitions year-per-year;
- Plan for the potential cost of an annual “Artist in Residence” program, aligned with BWG Arts and Culture Report;
- Budget for semi-regular DEI-training and DEI program budget to grow employee capacity and competency;
- Evaluate and plan for department expansion to meet Library strategic and master plan.

Evaluation

The plan will be reviewed annually by the CEO, Manager of Cultural Services, and provided to the Library Board for further comment.

Schedule A: Library Assets

Asset	Notes
Indoor Programming Space	The Library has three designated programming spaces that can be used for Library programs, partner programs, or rented to external community members: the Zima Room (which can be divided in two), the Multi-Purpose Room, and the Board Room. In July 2022, these spaces are collectively reserved for programming for approximately 35 hours/week, or about 51% of library operating hours. Alongside the aforementioned rooms, there are additional public spaces in the library where programming can also take place (the lobby/café, the kids hub, the teen hub, and the magazine/periodical library section).
Outdoor Programming Space	The Library has a large outdoor lawn that has hosts Music in the Park as well as Movie Nights, organized by the Town. The Library Parking Lot is an additional outdoor programming space, and hosts the Saturday Farmer’s Market, alongside smaller community gatherings such as displays of older cars.
Outdoor Exhibition Space	<ul style="list-style-type: none"> i. Circular Garden Area at North West Corner of Library Building ii. Gravel Area on Outdoor West Wall (between Teen Hub Window and Periodical Window) iii. Gravel Area on South West Corner (beside periodical window) iv. Gravel Area on Outdoor South Wall (beside Children’s Area Window)* v. Small community garden on east facing wall* vi. Roof (to be viewed from street) <p>*areas not accessible to users of mobility devices outdoors, but public art/installations can be viewed from indoors</p>
Indoor Exhibition Spaces for two-dimensional work	The Library also has about 44 square meters of wall-space to exhibit two-dimensional works. These include the Main Floor Hanging area (behind the express computers), the Main Floor Lobby, the Second Floor East Wall (adjacent to the elevator), the Second Floor North Wall (adjacent to the board room). Additionally, the Zima Room also has an abundant amount of wall space to hang two-dimensional work that could be left attended (one or two day display events, studio art tour, etc). As it relates to increasing Library signage, an opportunity exists here to ensure signage is designed through an artistic/cultural lens. Signage can be posted on walls, as standing items, or on the sides of bookshelves.
Display Cases	The Library has two display cases which allows for a total of 13.54 square meters of space to exhibit information, as well as two or three-dimensional

	objects and works. This includes the Main Floor Display Case and the Local History Display Case on the second floor.
Social Media Spaces	The Library’s social media feeds also provide digital space and opportunity for the display or sharing of artistic and cultural activities. 75% of surveyed patrons in 2019 suggested they learn about Library events and activities through social media.
Local History Room and Collection	The Library also has a rich collection of local history books, records, images, and items that have been donated and are relevant to the history of Bradford West Gwillimbury. This includes a Local History Room: which will be open to the public on request, and which is used by library users to learn more about family history, property history, and general research interest. The Local History room is bordered by the Local History display case which features historical artefacts. There is also an Archive Room which includes special interest items and donations that either may be too sensitive to live in the more public Local History room, or have yet to be catalogued and included in the Local History collection.
Diversity Equity and Inclusion Resources	The Library and Town have invested in comprehensive DEI training modules for all employees. Additionally, they are partner members on the Canadian Centre for Diversity and Inclusion, which allows for an even greater wealth of knowledge and resources with regards to building and working in more respectful and diverse spaces.
Community Partnerships	The Library has built a number of partnerships with resident-led groups, not-for-profits, and charities that organize events and have a diverse base of resident stakeholders.

Schedule B: Action Plan

In order to meet the budgetary goals and the overarching goals of the Bradford West Gwillimbury Public Library, the following cultural services action plan is implemented and evaluated each year by the CEO and Manager of Cultural Services.

1. The Cultural Services Department grows capacity for arts, culture, and heritage in BWG by offering financial, professional development, showcase, research and leadership opportunities for local artists, individuals, and cultural groups.

Initiative	Action	Timeline	Responsibility	Budget	Notes
Financial Opportunities	Begin applying for funding opportunities to support resident-led groups, artists, and community-led committees; Plan for growth of department based on 25% increase budgetary goals;	2023-2026	Mngr Cultural Services with support from CEO CEO, Board	TBD 25% annually	Goal of applying for 2-3 grants/sponsorship opportunities per year Incorporate this in 3 year budget cycle for 2024-2027 budget deliberation.
Professional development opportunities	Produce first arts summit in BWG and develop artist in residence program;	2023-2025	Mngr Cultural Services with support from Community Engagement Dept.	Summit: Allocated in 2023 budget AIR: supported through grants / sponsorship	
Showcase opportunities	Grow roster of local artists/artisans and continue providing regular display/exhibition opportunities	2023-ongoing	Mngr Cultural Services	Professional display opportunities pending grant funding	Continue stakeholder relationship and growth;
Research opportunities	Leverage partnerships with Local History Association and Genealogy Group	2023 and ongoing	Mngr Cultural Services, with support from CEO, BWG LHA and GG	Budget allocated to support Part-time Local History Assistant	Tentative hiring date of hiring of Local History Assistant in Q3 of 2023;

	to expand local history research;			hired April 2023 Goal of expanding Cultural Dept hours	
Leadership opportunities	Develop incubator for local organizers of cultural events	2025	Mngr Cultural Services, with support from Economic Development, CEO, and resident-led groups;	Strengthening relationship between Economic Development and Library; leveraging resources from Town;	

- The Cultural Services Department grows tourism to and within Bradford West Gwillimbury by supporting and producing unique arts, culture, and heritage events, programs, and exhibitions for all ages.

Initiative	Action	Timeline	Responsibility	Budget	Notes
Partnership with Municipality	Begin joint partnership on major culturally-significant events (Black History Month, Indigenous Heritage Month, etc)	2023-ongoing	Mngr Cultural Services	Partnership with Town on sharing resources, and joint grants / funding opportunities	
Becoming a Presenter	Grow infrastructure and staffing to support touring productions, events, and programs Grow relationships with companies/organizations that tour	2024-2025 Ongoing	Mngr Cultural Services, CEO, Board	Future reports to plan out libraries operational and capital expenses as it relates to cultural infrastructure	Consideration of future expansion of libraries should contain plan for growing cultural services infrastructure
Becoming a Producer	Develop annual festival celebrating culture in BWG Begin producing semi-regular events around	2023-2025 Ongoing	Mngr Cultural Services, CEO, Community Engagement Dept, Town's	Partnership with Town on sharing resources, and joint grants /	

	culturally significant days/months		Dept of Community Services, and Economic Development	funding opportunities	
Public Art	Develop Public Art Plan for 2025-2026 implementation	2024	Mngr Cultural Services, CEO,	Capital budget allocation (to be considered in 2025 budget updates)	Potential support from appropriate municipal dept or stakeholder once plan is developed

3. The Cultural Services Department strengthens the Library’s role as a leader in promoting reconciliation with Indigenous communities, as well as inclusion and belonging within the community of Bradford West Gwillimbury.

Initiative	Action	Timeline	Responsibility	Budget	Notes
You Are Local History Campaign	Launch item donation campaign soliciting donations from equity-seeking residents	2023	Mngr Cultural Services, CEO with support of stakeholders	N/A	Revisit item donation procedure as well as insurance; Develop a strategy on approaching and soliciting equity-seeking residents; Potential partnership with municipality;
Indigenous Heritage Research Project	Begin to expand research on Indigenous histories of the area	Ongoing	Cultural Services Dept and Administration Dept of Library	Leveraging seasonal employment grant opportunities to expand department;	Partnership with Indigenous-led stakeholders, Ontario Federation of Public Libraries, as well as provincial and federal government;
Building EDI competence /	Create DEI internal Library committee	Ongoing	Mngr Cultural Services, CEO	Goal of increasing	Leveraging Town’s DEI

confidence for Library staff	Develop EDI training plan for Library staff;			training budget to include additional funding for DEI projects;	Working Group resources
EDI Audits	Complete Equity Audit Recommendations	2023-2024	Mngr Cultural Services, CEO with support of Management	NA	Common practices to review effective implementation of recommendations on a 5 year cycle from audit completion.
	Work with EDI committee in developing framework to evaluate displays, collection, programs	2023-2025	DEI Committee	NA	
	Engage in follow-up equity audit.	2025-2026	CEO, Board	Approx. 60-65k from capital budget	
Regular culturally-relevant Events	Create, implement and evaluate cultural event calendar and budget accordingly	Ongoing	Mngr Cultural Services with support from Community Engagement dept	Built into budget	
Regular culturally-relevant displays	Increase number of displays that are organized by community members	Ongoing	Mngr Cultural Services with support from Community Engagement dept and community stakeholders	NA	
Stepping toward Reconciliation	Develop plan to address relevant 94 Calls to Action as identified by	2023-2024	Mngr Cultural Services, CEO with support of Management	NA	

	Federation of Ontario Libraries				
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Schedule C: Honoraria

Following the ‘community-led’ strategic pillar, and given the strategic priority to develop more arts and culture programs, events, and exhibitions that reflect the shifting diversity of BWG, it is recommended that BWG Library acknowledge the systemic barriers equity-seeking individuals and groups face in the participation of volunteer planning opportunities, and to prioritize the importance of lived experience as a key factor in specific decision-making.

A significant social justice phrase “Nothing about us, without us” is paramount to the desire for the Cultural Centre’s activities to reflect and engage diverse communities. As an example, when the Library designs its exhibits, displays, and programs for Black History Month, we should be striving to engage Black residents in this planning and decision-making as this perspective is missing from the BWGPL team. We should also acknowledge that as more institutions embrace diversity, equity, and inclusion initiatives, equity-seeking groups are sometimes unfairly asked to take on the labour of this work through education, resource-sharing, or asked to speak on behalf of the entire cultural group of which they belong.

As an organization that seeks to prioritize Diversity, Equity, and inclusion, we should be striving to remove barriers of participation for equity-seeking groups. Paying equity-seeking community members honoraria for their participation in planning culturally-relevant activities in exchange for their lived experience and cultural knowledge is becoming a more standard practice in cultural, government, and social service sectors. This is a practice we should strive to achieve.

Research

[Compensating People with Lived Experience: Best Practices from Literature](#)

University of Guelph

[Resident Honorarium – Guiding Principles and Promising Practices](#)

Community Development Framework, Vancouver

Examples

[The City of Toronto votes to approve honoraria for Public Members of Council Advisory Committees](#)

Recommendations

It is recommended that the Bradford West Gwillimbury Public Library and Cultural Centre define and identify when the payment of honorarium for volunteer contributions is justifiable and aligned with pursuing the vision and mission of the organization, and approve this use. It is also recommended that a framework be established to evaluate this practice (from decision-making to project end).



To: Library Board
Prepared by: Matthew Corbett, CEO
Date: March 20, 2023
Subject: 2023-03-03 Budget Report Update

Purpose

This report is presented to the Library Board as an update to the Library budget and the deliberations. The report outlines the requested budget changes for the Library's 2023 budget.

Background

On February 20, 2023, Staff presented the Library Board with reports 2023-02-02 Budget Report and 2023-02-03 Capital Budget Change Request. For the operating budget, Staff provided the Board with a comprehensive and detailed breakdown of the draft 2023 Library budget, highlighting challenges that led to the increases, along with detailed breakdown of budget increases and decreases in: Simcoe County Downloads, Staffing Increases, User Fees—Reduction, Expense Reductions, Contracted Services, Insurance, Materials and Supplies, Professional Services, and Salaries and Benefits. Staff further provided information on increases not included in the budget as it pertains to the Collective Agreement and Bargaining. This represented an increase of 9.31% over the 2022 Library budget.

For the capital Staff provided the Board with an overview on requested Capital Budget changes. The updated project list removes the currently approved 2023 projects (directional signage, shelving replacement, LED project) and puts forth an essential project due to an unplanned end-of-life Automatic Materials Handling unit. There were two additional projects removed from the seven (7) year plan, as alternative options were found. Overall the reduction in projects totals \$90,000 and the addition of the AMH totals \$135,000, totaling an increase of \$45,000 to the Capital Budget. Importantly, the Capital Budget is not a tax-levied increase but is drawn from Library reserves and from Development Charges.

Report

On February 23rd and 24th, Staff along with the Chair presented the Library's 2023 draft budget to Council. In deliberations, Staff provided a detailed presentation on successes, challenges, and the opportunities the Library budget increase would mean for the community. On February 24th, Council requested changes to the Library budget with the removal of three of the Library staffing requests: Collections and Acquisitions Specialist, Library Programmer, and Cultural Assistant. The remainder of the Library operational budget was endorsed by Council.



The Capital Budget adjustments were presented to Council. Due to the challenges with respect to timing, and to provide Council and Library Board with appropriate opportunities for a fulsome capital projects forecast, Staff requested the deferral of the Library's 2024-27 capital projects list in favour of the 2023 budgeted Automatic Material Handling Unit. This was approved, and provides Staff with the opportunity of going to tender for the AMHU in Q1 of 2023.

Post Budget Process

At the time of writing this report, the Budget will be formalized at Council's March 7, 2023 meeting. This will effectively allocate the Council approved (requested) changes of the Library's budget and provide Staff with the General Ledger (GL) codes breakdown. However, the Library board must ratify the Board's budget, as final approval of funding allocations resides solely with the Board. As a result, the Library Board has a few options to consider.

Option 1—Accept the Recommended Budget

With this option, the Library Board would receive the 2023 budget changes from Council and approve and endorse the budget. This would effectively set the 2023 budget and solidify the GL codes, providing the framework and set in motion the budget expenditures plan for the year. This further translates to a reduction in the Board's original draft budget of 3 staff persons, which likely will result in a service level reduction as capacities are already stretched. While this is unfortunate, an acceptance of this budget does provide some staffing increases to assist with front-line services and will set the Library on a path to begin creating redundancies and resiliencies within the hiring and retention practices.

Option 2—Request a Reconsideration

The second option would effectively request Council to reconsider the removal of the three staffing positions. The Board would have to request a delegation to council and request a reconsideration (and likely a presentation to council for the justification for said reconsideration). While this option provides the Library Board with some advocacy avenues and a chance to interact with Council, Staff are unsure whether a reconsideration request would have any impact on the decision of Council.

Option 3—Reallocate Budget to Fill the 3 Positions

The third option would be to reallocate operating budget from other GL codes and move it to the Salary and Benefits lines in order to maintain a net zero impact to the approved budget. Staff do not recommend this option as the Library's operating budget is already quite lean, and moving allocated funding from any budget line at this time would have overages and impact the 2023 and 24 budgets.

Option 4—Hire Positions Unbudgeted



This option would have the Board effectively direct the hiring of the three positions as unbudgeted positions. While this would ensure the maintenance of the service levels, the budget implications and stakeholder relationship between the Board and Council could be damaged. At the very least there would be an overage in the salary and expense budgets. As the Board recalls, surpluses and deficits are added or removed from the Library's reserves. This would further force position coverage in 2024 budget and could have implications on the next budget cycle.

Financial Implications

Depending on the Library Board's direction with respect to the options, there could be financial implications for 2023 onward.

Summary

Staff have provided the Library Board with an update on the budget deliberations for 2023. The report provides four options to consider at Council has requested and approved budget reductions for the Library Board's 2023 draft budget. While each has pros and cons, Staff would recommend Option 1 as the preferred option.

Next Steps

Staff will implement the preferred option of the Board. Should Option 1 be selected, Staff recommend the Library Board pass an amended motion to the recommendation below, to include the following language:

“AND THAT The Bradford West Gwillimbury Public Library Board approve and endorse the 2023 draft Library Budget amended by Council as the approved Library Board budget for 2023.”

Recommendation

THAT the Bradford West Gwillimbury Public Library Board receive the report 2023-03-03 Budget Report for information.



Meetings of the Board

Policy section: Bylaw	Policy number: BL-03
Approved date: 20 April 2020	Motion # 9.1.1
Supersedes: BL-03	Motion #
Reviewed with no changes:	Motion #

1. Purpose and Objectives of the Bylaw

- 1.1 Board members must meet regularly to ensure the proper governance of the library, and to conduct business of the Board;
- 1.2 Board meetings are the major opportunity for the Library Board, as a whole, to conduct its work; therefore,
- 1.3 The purpose of this policy is to set procedures to follow for meetings, and to ensure compliance with the Public Libraries Act, R.S.O. chapter P.44 (herein referred to as the Act).

2. Bylaw Statement

- 2.1 This Bylaw provides the rules and procedures of meetings to ensure decisions, problem solving, Board education and planning for the future of the Bradford West Gwillimbury Public Library is conducted in the appropriate procedural manner of the Board, in compliance with the Act.

3. Regulations of Board Meetings

- 3.1 In accordance with the Act, section 16.1(2), Board meetings will be open to the public, unless a duly constituted Closed Session is required, in accordance with 16.1(4);
- 3.2 In accordance with the Act, the Library Board shall hold a minimum of seven (7) regular meetings each year;
- 3.3 Meetings of the Bradford West Gwillimbury Public Library Board will be held in the boardroom at the Bradford West Gwillimbury Public Library, 425 Holland Street West in Bradford West Gwillimbury, unless otherwise determined by the Board; and
- 3.4 The first meeting of a Board Term shall be called by the Chief Executive Officer (herein referred to as CEO) upon receipt of the confirmation of appointments from the Municipal Clerk. This inaugural meeting shall be held as soon as possible after the appointments are made by Municipal Council. At this first meeting, the CEO oversees the elections of officers, beginning with Chair of the Board.





4. Closed Session

- 4.1 In accordance with the Act, section 16.1(4) a meeting or part of a meeting may be closed to the public if the subject matter being considered is:
- a. A debate as to whether an item is properly in closed session if, in the Chair's opinion, such discussion would be prejudicial if discussed at an open meeting;
 - b. The security of the Board's property;
 - c. Personal matters about an identifiable individual;
 - d. A proposed or pending acquisition or disposition of land by the Board;
 - e. Labour relations or employee negotiations;
 - f. Litigation or potential litigation, including matters before any court or administrative tribunal, affecting the Board;
 - g. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - h. A matter in respect of which a board or board committee may hold a closed meeting under another act;
 - i. A request under the Municipal Freedom of Information and Protection of Privacy Act; or,
- 4.2 For any other reasons as outlined in the Public Libraries Act, R.S.O. 1990, chapter P44.

5. Special Meetings of the Board

- 5.1 In accordance with the Act, section 16(2), the chair or any two members of the Library Board may summon a special meeting by giving each member reasonable notice in writing, with a minimum of 48 hours specifying the purpose for which the meeting is called, which shall be the sole business transacted at the meeting; and
- 5.2 Rules and regulations of a Special meeting will follow those set out for regular or closed session meetings outlined in this Bylaw.

6. Teleconference or Internet Video Conferencing Call

- 6.1 Board members may attend Library Board meetings remotely via teleconference or Internet video conferencing calls;
- 6.2 In special circumstances, Board meetings may be held entirely virtually. This is done in extreme cases. Virtual meetings shall be required to be open and viewable to the public;
- 6.3 All virtual meetings and virtual participation by Board members must be conducted in such a way that all members participating can hear each other, and that the public can hear the deliberations of the Board;
- 6.4 Members who wish to attend meetings remotely must provide two (2) days notice prior to the commencement of the meeting to the Chief Executive Officer, to ensure proper equipment can be made ready for the meeting;
- 6.5 Meeting minutes will reflect that a meeting or member(s) is participating remotely;





- 6.6 Motions may be made by Board members attending remotely in the same way motions are tabled and discussed. Motions will be recorded and repeated for confirmation by the secretary or recording secretary;
- 6.7 If the chair of the library board attends the meeting remotely, then the vice-chair shall chair the in-person meeting; and,
- 6.8 Quorum applies to the members attending in person and remotely.

7. Conflict of Interest

- 7.1 The Municipal Conflict of Interest Act R.S.O. 1990, Chapter M.50 shall govern members of the Board;
- 7.2 Each meeting agenda will provide an opportunity for members to disclose direct or indirect pecuniary interest in a matter as well as the general nature of that interest; and
- 7.3 The minutes will record any such disclosures. Once a disclosure is made, the member will not participate in discussion or voting on the applicable matter. If the matter requires an in-camera session, the individual(s) who declared a conflict will not be permitted to be present, participate, or listen in to the discussion, and will be asked to leave the meeting room for the duration of the in-camera session.

8. Order of Proceedings

- 8.1 The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the proceedings of the library board in cases where there are no bylaws of the board in place;
- 8.2 Meetings shall be called to order by the chair at the scheduled time of the Board meeting. In the absence of the chair, the Vice-Chair will preside over the meeting;
- 8.3 Quorum is the presence of a majority of Board members and is necessary for the transactions of business at a meeting and shall be met before the Chair will call the meeting to order;
 - a. Where a quorum is not present within thirty (30) minutes after the hour fixed for a meeting, the secretary will record the names of the members present;
 - b. In the absence of a quorum, the meeting may continue; however, no motions may be made or carried; and
 - c. If notified by a majority of Board members of their anticipated absence from a meeting, the CEO shall notify all members of the Library Board that the meeting is cancelled.

9. Standard Order of Business

- 9.1 The Board shall have a standard order of business in which meetings will be conducted;
- 9.2 Unless otherwise decided by the majority of the members, the standard order of business will be:





- i. Call to order
- ii. Adopt the Agenda
- iii. Declarations of Conflict of Interest
- iv. Special Presentations/Welcome Guests
- v. Consent Agenda (Minutes of Meetings, Management Report, Statistics and Friends of the Library Minutes)
- vi. Financial Report
- vii. Correspondence
- viii. New Business/Reports
- ix. Policy Review and Approvals
- x. Closed Session
- xi. Next Meeting
- xii. Upcoming Events
- xiii. Adjournment

10. Delegations and Deputations

- 10.1 Residents and community association representatives may attend and address the Board as a delegation at any regular meeting of the Board;
- 10.2 Delegation requests made to the Board will be reviewed by the Policy committee. If the committee cannot reach consensus, or if a delegation is rejection for any reason outside of this policy a special board meeting may be called for final decisionmaking;
- 10.3 In order to appear as a delegation, the following conditions much be met:
 - a. Written request to speak as a delegation must be submitted, in person or by email, at least one week prior to the date of the meeting. Deputations and Delegations may not be immediately scheduled but may initially be referred to the Board for review;
 - b. The request must include the issue(s) to be presented, naming the organization or interested parties to be represented and any intended materials for distribution;
 - c. The Board reserves the right to request any additional information regarding a particular issue or association;
 - d. The Board will provide the delegation with a maximum of 5 minutes to make a presentation, unless extended by a Board motion;
 - e. The Board reserves the right to limit the number of delegations per meeting;
 - f. A delegation may not appear before the Board on the same issue a second time, unless approved by a Board motion;
 - g. Delegations may choose to remain for the balance of the public meeting, but may not speak to other agenda items; and
 - h. Through the CEO, the Board will communicate its decision to the delegation in writing. The Board is not obligated to respond or make a decision at the time of presentation(s).
- 10.4 A Delegation or Deputation may be refused when the subject of the presentation is:
 - a. Beyond the jurisdiction of the Bradford West Gwillimbury Public Library Board;





- b. A matter before the courts or pending litigation;
 - c. A matter that is under investigation by either the Ombudsman or Integrity Commissioner;
 - d. A matter involving insurance claims or pending claims by or against the Library and/or the Town of Bradford West Gwillimbury;
 - e. An appeal by a vendor or service provider who was not the successful proponent for an award of contract; or,
 - f. A complaint against an employee or member of the Bradford West Gwillimbury Public Library Board which shall follow the process established for the purposes outside of the Board.
- 10.5 No person will be permitted to address the Board with respect to labour/management disputes, nor will a brief respecting such disputes be listed on a Board agenda, although a written submission by any person with respect to labour negotiations or labour management disputes may be distributed to the Members for information purposes.

11. Voting

- 11.1 All motions at Board Meetings, except those approving or amending the bylaws, are decided by a majority of votes cast;
- 11.2 Members of the Board who vote on motions and are attending via Teleconference or Internet Video Conference Calls must make it clear through verbal confirmation for or against a motion;
- 11.3 A motion to add, amend or remove a bylaw shall require a majority vote of at least two thirds of the members in order to be carried; and
- 11.4 In accordance to the Act, section 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.

12. Agendas & Minutes

- 12.1 Agendas and reports will be circulated to the Board one (1) week in advance of any regularly scheduled Board meeting;
- 12.2 Agendas and reports will be made public the Friday before a regularly scheduled board meeting.
- 12.3 Once approved, minutes of the meeting are the official record of decisions and provide direction for officers and employees in their subsequent actions;
- 12.4 Minutes are approved at the next meeting of the Library Board and signed by the Chair;
- 12.5 Minutes (excluding in camera, elsewhere referred to as closed minutes) are public documents and shall be made available to the public; and
- 12.6 Minutes of closed meetings are kept separately and held to be confidential.





13. Board Members' Conduct

- 13.1 Members will respect the confidentiality appropriate to issues of a sensitive nature. Members will encourage and respect diversity of viewpoints and skills;
- 13.2 Members will be courteous and will not engage in any action that disturbs the meeting. Specifically, members will not:
- a. Use unparliamentary or offensive language;
 - b. Make any noise or disturbance that prevents members from being able to participate in a meeting;
 - c. Interrupt a member who is speaking, except to raise a matter of privilege or a point of order; or
 - d. Disregard the Chair's decision on questions of order or practice or on the interpretation of Board bylaw(s).

14. Public Conduct

- 14.1 Members of the public will be courteous and will not engage in any action that disturbs the meeting. 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 permission at a meeting; or
 - c. Use unparliamentary or offensive language.

15. Bylaw Review, Amendment and Conflict

- 15.1 This by-law will be reviewed as needed or requested by the Library Board;
- 15.2 By-law amendments require a two-thirds majority vote by the members; and
- 15.3 In the event of a conflict between this Bylaw and the provision of either the Public Libraries Act or other legislation, the provisions of the Act or other legislation will prevail, to the extent of any conflict.

16. Related Documents

- 16.1 Bradford West Gwillimbury Public Library Board. BL 2020-01—**Authority of the Board**
- 16.2 Bradford West Gwillimbury Public Library Board. BL 2020-02— **Composition and Terms of Reference of the Board**
- 16.3 **Public Libraries Act**, R.S.O. 1990, chapter P44





Appendix A—Standard Procedures

1. Agenda Amendments

The Chair determines if proposed amendments to the agenda represent minor or substantive business. Minor items can be added as New Business. Substantive items require either a Notice of Motion or a 2/3 majority vote to waive proper notice and add to the agenda.

2. Motions

Main motions require a mover and a seconder in order to discuss or debate and a simple majority vote in order to carry.

3. Rules of Debate

The member moving the motion will have the opportunity to speak first. All members wishing to speak to the motion should be recognized; before any one member speaks for a second time.

4. Voting

The Chair or Acting Chair may vote with the other members on all questions. Any question on which there is a tie vote will be deemed to be negative. An abstention will be dealt with as an abstention only and not deemed to be a negative vote. Voting will be by a show of hands, unless otherwise indicated. Upon the request of a member who is present when a question is stated, a recorded vote will be taken.

5. Authority for Other Procedural Matters

The accepted authority for guidance on procedural matters not otherwise addressed in Board Bylaws will be the most recent edition of Robert's Rules of Order.

