



BRADFORD
WEST
GWILLIMBURY
PUBLIC LIBRARY

Strategic Plan

2016 — 2020



MESSAGE FROM THE BOARD CHAIR AND CEO

The next five years will be exciting ones for Bradford West Gwillimbury Public Library and Cultural Centre as we grow and evolve in response to the changes in our community. Our new 2016 – 2020 Strategic Plan will guide us along the way and set the direction for the future.



The development of the 2016 – 2020 Strategic Plan has been a collaborative effort. We thank the members of the community, the Library Board and BWGPL staff who have contributed to this process with your insights, feedback and suggestions.

Outlined on the next pages are the 5 Strategic Directions that we will focus on over the next 5 years. We have identified the operational activities that will make our strategic goals a reality, with the aim of achieving a 20% increase in the use of the Library. Please join us as we work to achieve our mission to be a community gathering place providing access to knowledge, ideas and cultural experiences for the residents of Bradford West Gwillimbury.



Milt Calder
Library Board Chair

Terri Watman
Chief Executive Officer

Back row (l-r):

Elve Sepa
André Tesolin
Jennifer Harrison
Gary Lamb (Councillor)
Natalie Petra

Front row (l-r):

Lynne Bonneville (Vice-Chair)
Terri Watman (CEO)
Milt Calder (Chair)



LIBRARY BOARD

OUR VISION

We strive to offer diverse collections, accessible technology, enriching cultural experiences and dynamic, interactive spaces. Library staff is welcoming, knowledgeable and committed to engaging the community through collaborative and innovative programming.

OUR MISSION

We are a community gathering place providing access to knowledge, ideas and cultural experiences.

OUR CORPORATE VALUES

- **Accessibility** – We offer a welcoming, barrier-free presence and equitable treatment for all.
- **Accountability** – We practice efficient and effective stewardship of resources.
- **Intellectual Freedom** – We support all expressions of knowledge and intellectual creativity providing access to a wide variety of information sources and ideas.
- **Literacy, Life-long Learning and Education** – We promote and encourage a love of reading and personal growth.
- **Service Excellence** – We strive for excellence in service delivery through investments in staff development, new technologies, innovation and collaboration, in response to the needs of our community.

DEMOGRAPHIC OVERVIEW¹

- 2011 population of Bradford West Gwillimbury was 28,077 or 9,460 households with a mid-2016 forecast of 34,658 or 11,716 households²
- Households are comprised of four+ people
- 63.6% of population are married
- 75% speak English as their mother tongue; other languages spoken at home include Portuguese 7.6%, Italian 3.6%, Spanish 1.7%.

DEMOGRAPHIC PROJECTIONS¹

- Currently, the Town's official plan features a population target of 47,800 people by the year 2026. The Growth Plan overrides that target however, and states that the Town will feature a population of 50,500 by 2031.³
- In 2011, the percentage of the population aged 65 and over was 10.1%, compared with a national percentage of 14.8%.
- The percentage of the working age population (15 to 64) was 70.7%, compared to a national percentage of 68.5%. The percentage of children aged 0 to 14 was 19.2%, compared to a national percentage of 16.7%.

Age groups	Both sexes	Males	Females
0 to 14	19.2%	19.7%	18.8%
15 to 64	70.7%	71.3%	70.1%
65 and over	10.1%	9.0%	11.2%

Sources:

- ¹ Statistics Canada (2011)
- ² Town of Bradford West Gwillimbury, Development Charge Background Study, Watson & Associates Economists (Sept. 2013)
- ³ Town of Bradford West Gwillimbury, REPORT #:PDS (2014)



STRATEGIC DIRECTIONS

1. Strengthen the Library's presence and connectedness

Initiatives

- Enhance our focus on branding/marketing/public relations
- Position the Library as a catalyst of community initiatives
- Cultivate partnerships
- Offer innovative programming on- and off-site
- Increase outreach to extend the reach of the Library
- Develop a service plan for adults of all ages
- Explore options to better serve a time-pressed community
- Provide volunteer opportunities to teens, adults and seniors
- Increase our presence on social media to build awareness and grow social networks
- Increase involvement on municipal and community committees, networks and projects, contributing Library expertise and resources

Outcome

A people-centred Library that enriches, engages and empowers the lives of Bradford West Gwillimbury residents

2. Design and develop interactive, creative and collaborative spaces

Initiatives

- Establish the Library as a physical and virtual community hub
- Investigate the creation of a Development Centre
- Explore repurposing the Computer Lab
- Combine the Borrower Services & Information Desks into one service desk
- Investigate opportunities to expand maker/creative culture
- Explore opportunities to provide a café or food service option
- Enhance the hours of service in response to community needs
- Enhance patron browsing experience by adopting a retail approach to market Library collections
- Reshape our website as a virtual space and service that complements our physical space

Outcome

A physical and virtual destination of choice for the Bradford West Gwillimbury community

STRATEGIC DIRECTIONS (CONTINUED)

3. Enhance and promote the Library's collections and cultural offerings

Initiatives

- Build accessible collections, services and programs that respond to our diverse community
- Investigate new channels for delivering library collections and services
- Enhance electronic, multimedia and multilingual offerings
- Local history and genealogy – continue to build community memory
- Support traditional and independent students with educational resources
- Participate as an active partner in Arts & Culture Advisory Committee initiatives

Outcome

Support residents' lifelong learning and provide opportunities for personal growth

4. Build the Library's technology capacity

Initiatives

- Use technology to extend the reach of the Library
- Incorporate emerging technologies to maximize efficiencies
- Create a robust technology infrastructure
- Ensure staff's knowledge and willingness to try new things and learn new skills by incorporating technical competencies into performance measurements
- Position staff as technology coaches for residents who want to explore something new
- Implement new technologies to support and enhance Library service and encourage digital literacy
- Integrate self-service technologies to empower Library patrons

Outcome

Technology is integrated into our service, space and processes

“ The Library is like a 2nd home for us at times. We have always felt welcome and my son has always been encouraged to be himself. The programs have always been fun, educational and creative.

- Library patron

STRATEGIC DIRECTIONS (CONTINUED)

5. Commit to exemplary service

Initiatives

- Strengthen our reputation for excellent customer service
- Embrace corporate values as structure for daily operations
- Build adaptive capacity through a culture of assessment and continuous improvement
- Develop a staffing plan that underpins our strategies and operations
- Provide relevant, ongoing training and development opportunities that enable staff to reach full potential
- Create an environment where staff is informed, engaged and empowered to deliver high quality service to the community
- Integrate customer feedback into the development of collections, programs and services
- Identify and manage measures that allow us to track the value and impact of our programs and services to continually improve the Library's operations

Outcome

Understand our growing and diverse community and provide a relevant and responsive Library system for all

“This library is beautifully designed, well lit, organized and a pleasure to stay at to read. The staff are always so pleasant and willing to help. I enjoy hearing about what this library does for the community. Keep up the great work!

- Library patron



The Library is pleased to offer a wide-range of regular programs such as:

For Children...

- Creative Activities for Creative Minds
- Storytime - Babytime-Creepers/Babytime-Walkers/Tales for Twos/Storytime
- Kid's Groove
- Bookworms
- Family Saturdays
- Drop-in Lego
- PA Day Movies
- March Break and Summer Reading Club Programs

For Adults...

- Acoustic Open Mic
- Scrapbooking
- Knit Happens
- Bradford West Gwillimbury Writers' Circle
- Genealogy Club
- Book Club
- English Conversation Circle
- Concerts
- Art Exhibits
- Arts and Culture Shows

For Teens...

- Teen Advisory Group (TAG)
- Movie Nights
- Conversational French
- Book Club
- Summer Reading Club
- Crafternoons

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