

# AGENDA 1.0

## MARKHAM PUBLIC LIBRARY BOARD

### FIRST MEETING

**Notice of meeting to be held on Monday, January 24, 2022, 7:00 p.m., Virtual Meeting**

### **AGENDA**

1.0 **Call to order/Approval of agenda**

- 1.1 Election of Board Chair and Vice-Chair
- 1.2 Confirmation of the Results of the Election of Chair and Vice-Chair
- 1.3 Declaration of conflict of pecuniary interest
- 1.4 Chairs Remarks

2.0 **Approval of Minutes:**

- 2.1 Library Board Minutes November 22, 2021

2.2 **Consent Agenda:**

All items listed under the Consent Agenda are considered to be routine and are recommended for approval by the Chair. They may be enacted in one motion or any item may be discussed if a member so requests

2.3 Declaration of Due Diligence by the CEO

2.4 Communication and Correspondence:

- 2.4.1 YorkRegion.com: Markham passes \$533.7M 2022 budget with 1.95% tax increase  
[Markham passes \\$533.7M 2022 budget with 1.95% tax increase -YorkRegion.com](#)
- 2.4.2 YorkRegion.com: What you can and can't do in Markham as province reverts to modified stage 2 reopening plan  
<https://www.yorkregion.com/news-story/10548891-what-you-can-and-can-t-do-in-markham-as-province-reverts-to-modified-stage-2-reopening-plan/>
- 2.4.3 The Globe and Mail: How the pandemic has highlighted the importance of libraries
- 2.4.4 Ontario Library Service Newsletter-January 2022
- 2.4.5 YorkRegion.com: Ice warning to Markham Residents  
<https://www.yorkregion.com/news-story/10554103-ice-warning-markham-residents-reminded-to-use-public-not-pond-ice/>

3.0 **CEO's Highlights, January 2022**

4.0 **Annual Monthly Policy Review:**

- 4.1 Policy Governance Wording Review: Proposed Amendments
- 4.2 BCL-2e Chief Executive Officer Performance Review Policy

5.0 **Internal Monitoring Reports:**

(Compliance list of internal monitoring reports and discussion led by members)

- 5.1 Executive Limitations/Internal Monitoring Reports Schedule

## AGENDA 1.0

5.2 Executive Limitation: EL-2f Protection of Services (L. Tolensky/ M. Sawh)

6.0 **Ends:**

6.1 Annual Ends Report (D. Macklin)

6.2 Strategic Plan Update (D. Walker)

7.0 **Governance:**

7.1 OLBA Update (B. Hendriks)

7.2 Resignation of Mr. Alick Siu

7.3 MPL Policies-Procurement Policy Update (M. Sawh)

8.0 **Ownership Linkage:**

8.1 Input from Board Members

9.0 **Board Advocacy:**

9.1 February and March 2022 Library Programs (D. Macklin)

9.2 Markham Public Library Board 2022 Annual Agenda

10.0 **Education**

10.1 Community Priorities-Post COVID-Deferred (D. Walker)

11.0 **Incidental Information:**

11.1 Board Meeting Attendance Record 2021

11.2 2022 Board Meeting and Agenda Planning Dates-Revised

11.3 Board Meetings March to June 2022

12.0 **New Business**

13.0 **Board Evaluation:**

13.1 Questionnaire: The Board and The CEO

14.0 **In Camera Agenda**

**(none)**

15.0 **Adjournment**

**Next Meeting:                    March 28, 2022 7:00 p.m.  
   Virtual**

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Susan Price, Board Secretary  
DATE OF MEETING: January 24, 2022  
**SUBJECT: Election of Board Chair and Vice-Chair**

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**Election of Board Chair and Vice-Chair:**

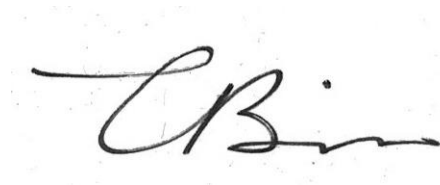
The CEO/Secretary-Treasurer of the Board presides over and conducts the elections for the Board Chair and Vice-Chair.

Where there is only one candidate for a position, the nomination is simply confirmed by a show of hands. Where two or more Board members are nominated for a position, Board members record their vote on a ballot. The results are tabulated by the Board Secretary and reported to the Board.

The election results are confirmed by a Board motion.

A Chair or Vice-Chair may hold their positions for more than a single one-year term. The responsibilities of the Chair and Vice-Chair are appended. (Refer to Appendix "B", Chair's Role.)

For more information on the voting process, refer to Appendix "C" "Questions and Answers" and Appendix "D" "Voting Procedure".



Catherine Biss  
CEO & Secretary-Treasurer

**Attachments:**

- Appendix "A" – Extract from the Markham Public Library Board By-laws, pages 3 & 4
- Appendix "B" – Extract from Policy Governance - Policy GP-2c "Chair's Role"
- Appendix "C" – Questions & Answers
- Appendix "D" – Voting Procedure

**APPENDIX "A"**  
**Extract from the Markham Public Library Board By-laws, pages 3 and 4**

**3. BOARD OFFICERS**

- 3.1 Chair**                      The Board shall elect the Chair for a one-year term and until a successor is elected provided the successful candidate has at least one year MPL Board experience. (Revised December 2012)
  
- 3.2 Vice-Chair**                The Board shall elect the Vice-Chair for a one-year term and until a successor is elected provided the successful candidate has at least one year MPL Board experience. In the absence of the Chair, the Vice-Chair shall preside and shall have all of the Chair's powers and responsibilities. (Revised December 2012)
  
- 3.3 Secretary-Treasurer**    The Board shall appoint a Secretary-Treasurer. Typically, that shall be the CEO or the CEO's designate.

The Secretary-Treasurer shall:

  - (a) Receive, keep safely, and account for all the Board's money.
  - (b) Open an account or accounts in the Board's name in a chartered bank, trust company, or credit union approved by the Board.
  - (c) Deposit all money received on the Board's behalf to the credit of that account or accounts.
  - (d) Disburse funds as required by provincial and federal legislation, City and Library By-laws, and Board resolutions.

The Board Secretary shall:

  - (a) Keep minutes of every Board and Committee Meeting.
  - (b) Conduct the Board's official correspondence.
  
- 3.4 Chief Executive Officer**    The Chief Executive Officer of the Markham Public Library is the Board's employee to whom the Board delegates the supervision and direction of the Library and its staff and who shall be known in these By-laws as the "CEO/Secretary-Treasurer."

## 4. BOARD MEETINGS

- 4.1 Meetings** All Board meetings shall be open to the public.
- 4.2 Inaugural Meeting in New Term** The Act, Section 14 (1) and (2) and the City of Markham By-law # 287 – 85 authorize the CEO/Secretary-Treasurer to call the first Board Meeting in each new term.
- 4.3 First Meeting** The First Meeting shall be held in January of each year, except following an election year, when the first Board meeting in each new term is called upon receipt of appointment confirmation from the City Clerk.
- Nominations may be declared informally one month prior and up to and including the First Meeting.
- The CEO/Secretary-Treasurer calls the meeting to order and conducts the elections for the Chair and Vice-Chair positions.
- Once the Chair and Vice-Chair are elected for their terms, the Chair presides over the remainder of the meeting.
- 4.4 Regular Meetings** The Board shall hold no less than seven scheduled meetings each year. These Regular Meetings shall be held at 7:00 p.m. on the fourth Monday of each month between September and June.
- The Board shall not hold a Board meeting that falls on a municipal, provincial or federal election date.
- The Board Secretary shall provide a meeting date schedule to members at the beginning of each year.
- The Board Secretary shall provide to each member written notice of all Regular Meetings, together with the proposed agenda and the minutes of the immediately preceding Regular Meeting and of any Special Meetings, at least five days in advance of such meetings. The Board Secretary shall provide to each member advance electronic minutes.
- 4.5 Meeting Notification** The notice shall be in the form of a written agenda accompanied by its supporting documents.
- The Board Chair, in consultation with the CEO/Secretary-Treasurer, shall prepare the agenda. Any member wishing to place an item on the agenda may make a request to do so through the Chair or CEO/Secretary-Treasurer no later than ten days prior to the meeting. Such requests shall then be considered at the Chair's discretion. Minutes of the previous regular meeting and any special meetings shall be provided to the members in the same manner as the agenda.
- The package shall be delivered electronically to the members' designated addresses at least five days prior to the upcoming meetings.  
(Revised January 2013)
- Lack of receipt of notice for a Regular Meeting shall not affect the validity of holding the meeting or any action taken thereat, provided a quorum is obtained.

**APPENDIX “B”**  
**Extract from Policy Governance, GP-2c Policy Chair’s Role**

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2c</b> <span style="float: right;"><b>Page 1 of 1</b></span>
<b>Policy Title:</b>	<b>Chair’s Role</b>
<b>Revision Dates:</b>	<b>June 30, 2003, April 25, 2005, February 27, 2012, September 24, 2012</b>

The Chair ensures the integrity of the Board’s process and represents the Board to outside parties.

1. The expected result of the Chair’s job is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.
  - a) The Chair is responsible for preparing agendas and ensures an annual Board agenda is used for Board meetings according to Board policy. The Chair may consult with the Vice Chair, CEO, or other Board members as appropriate.
  - a) The Chair is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
    - i) Meeting discussion content will be on those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
    - ii) The Chair will ensure that the focus of the Board’s discussion is on monitoring and decision making.
    - iii) Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
  
2. The authority of the Chair consists in making decisions that fall within the topics covered by Board policies on Governance Process and Board-CEO Linkage, with the exception of employment or termination of a CEO, and where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
  - a) The Chair has no authority to make decisions about policies created by the Board within the Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the CEO.
  - b) The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her.
  - c) The Chair may delegate this authority but remains accountable for its use.
  - d) The Chair may be required to maintain a file of confidential materials as needed and pass those materials on to the subsequent Board Chair.

## APPENDIX "C" Question and Answers

### 1. Nominations

All nominations require a mover and seconder to secure the nomination. If a member moves or seconds a nomination, it is not mandatory for the mover or seconder to vote for their nomination, since it is a collective vote that appoints a member.

### 2. The Chair and Vice-Chair's Activities

The Chair and Vice-Chair attend all agenda planning meetings. These meetings are held two weeks prior to a Board meeting. It is hoped that the Chair/Vice-Chair can attend functions during the day. The Chair usually makes a "good news" presentation to Council once a year, attends service award presentations, attends Council and General Committee meetings pertinent to Library issues, attends Library special events, public forums, discussions, and open houses which relate to the Library.

### 3. Proxy Voting

Proxy voting has not been part of the MPL Board process. Proxy voting is if a member of the Board who could not attend the First Meeting to vote provides another member who is attending the meeting to cast a ballot for him/her, representing his/her views. Since the Board would not know who will be nominated until the First Meeting, the member absent would not know all the candidates.

### 4. The CEO acting as Chair at the First Meeting

If the members wish to hold off the First Meeting until the next meeting, the CEO can appoint a pro term Chair for the interim until a Chair is appointed.

### 5. Voting

Currently only those members in attendance at the First Meeting can vote for a Chair and Vice-Chair.

### 6. Abstain from Voting

It is important that each member votes, however a member may partially abstain by voting with a blank ballot. Each member will receive a ballot and must submit it to the Board Secretary to be counted.

## APPENDIX "D" Voting Procedure

1. The election of the Chair and the Vice Chair will be held at the First Meeting.

### 2. **Nominations:**

The CEO will ask for nominations for the positions of Chair and Vice Chair.

Nominations will require a mover and seconder.

The CEO will ask all nominated candidates if they will accept the nomination.

After all the nominations are disclosed, the CEO will close the nominations.

### 3. **Voting: one nominee**

The CEO will then ask for a mover and seconder to declare the nominee for the position.

### 4. **Voting: multiple nominees**

After all nominations are disclosed and the CEO closes the nominations, the CEO will instruct the Board Secretary to provide ballots for members who are present at the meeting only. Only the members of the Board are allowed to vote.

The votes are then tabulated by the Board Secretary and the CEO. The CEO reads the results of the election and declares the successful candidate.

### 5. **Candidates addressing the Board**

All candidates will have an opportunity to speak to the Board for not more than two minutes.

### 6. **Tie Vote**

If there is a tie vote:

The CEO will issue another round of ballots. If there is still a tie vote following the second round of tabulation, the CEO will hold the voting by mail. This will include all members of the Board.

The names of the nominees for the position will appear on the ballot and will be mailed to each member of the Board to circle one and return to the Board Secretary. Each ballot will be opened by the Board Secretary in the presence of the CEO. The CEO will then declare the successful candidate by email to all members of the Board.

At the next Board meeting, a mover and seconder will be required to declare the nominee for the position.



## AGENDA 2.2

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO& Secretary-Treasurer  
PREPARED BY: Susan Price, Board Secretary  
DATE OF MEETING: January 24, 2022  
SUBJECT: **CONSENT AGENDA**

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### RECOMMENDATION:

That the Consent Agenda comprising of Agenda 2.2 to 2.4 5 and the same are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

#### 2.2 CONSENT AGENDA:

##### 2.3 Declaration of Due Diligence by the CEO

##### 2.4 Communication and Correspondence:

- 2.4.1 YorkRegion.com: Markham passes \$533.7M 2022 budget with 1.95% tax increase  
[Markham passes \\$533.7M 2022 budget with 1.95% tax increase -YorkRegion.com](#)
- 2.4.2. YorkRegion.com: What you can and can't do in Markham as province reverts to modified stage 2 reopening plan  
<https://www.yorkregion.com/news-story/10548891-what-you-can-and-can-t-do-in-markham-as-province-reverts-to-modified-stage-2-reopening-plan/>
- 2.4.3 The Globe and Mail: How the pandemic has highlighted the importance of libraries
- 2.4.4 Ontario Library Service Newsletter-January 2022
- 2.4.5 YorkRegion.com: Ice warning to Markham Residents  
<https://www.yorkregion.com/news-story/10554103-ice-warning-markham-residents-reminded-to-use-public-not-pond-ice/>



Catherine Biss  
CEO & Secretary-Treasurer

**MARKHAM PUBLIC LIBRARY BOARD**

**DECLARATION OF DUE DILIGENCE BY THE CEO**

I, Catherine Biss, Chief Executive Officer of the Markham Public Library Board (the “Board”), hereby declare that to the best of my knowledge and belief, Markham Public Library is in compliance with the following from November 17, 2021 to January 18, 2022.

- 1) All wages owing have been paid to all employees of the Board;
- 2) All payroll remittances, consisting of income tax, CPP, EI premiums and Employers Health Tax relating to employee remuneration have been appropriately calculated and withheld, and promptly remitted;
- 3) All the Harmonized Sales Taxes owing have been appropriately calculated based on the Board’s current operating procedures and promptly remitted on a quarterly basis;
- 4) All federal and provincial regulatory filings have been made;
- 5) The Board has been informed of any complaints of harassment, including sexual harassment, involving a staff person;
- 6) The Board has been informed of any contraventions of the Occupational Health and Safety Act;
- 7) Other than as previously disclosed to the Board, there are no actual, threatened or potential claims against the Board or its Directors.



Catherine Biss, CEO & Secretary-Treasurer

January 18, 2022  
Date

# How the pandemic has highlighted the importance of libraries

OLIVER MOORE > URBAN AFFAIRS REPORTER

PUBLISHED YESTERDAY



A visitor to the Parkway Mall, stops to read the signs announcing that the Maryvale branch of the Toronto Public library is temporarily closed to the public, on Jan 10, 2022.

FRED LUM/THE GLOBE AND MAIL

If “a library is a hospital for the mind,” as is sometimes attributed to futurist Alvin Toffler, the past two years have exposed how much people need these refuges.

After being shut down early in the pandemic, Canadian libraries stepped up to offer new services. And patrons were eager to return when they opened again, joined by some coming back for the first time in decades.

“Many of us across the country saw our registration numbers go up quite substantially,” said Mary Chevreau, chair of the Canadian Urban Libraries Council and chief executive officer of the Kitchener Public Library in Kitchener, Ont. “We’ve seen people back who ... haven’t been in a library since they were kids.”

But the broadened community role libraries are playing – and the bigger clientele that has come to rely on them – is threatened by the return of capacity limits and a COVID-19 variant that is slashing staff levels.

In Toronto, the country’s biggest library system closed nearly half of its facilities on Monday. The shutdown of 44 smaller branches was blamed on high numbers of staff isolating after being exposed to COVID-19, or who have tested positive. Staff from the shuttered branches will be redistributed to 52 others across the city in an effort to keep the remaining system running predictably.

Toronto Public Library head Vickery Bowles said that having the system limp along – with staff shortages forcing random shutdowns, a few hours or a few days at a time – was breaking the contract with residents. In a mid-morning interview before the closings, she pointed unhappily to a branch in a high-needs downtown neighbourhood that was supposed to have been open.

“It’s not opening until 12:30 today because of staff shortages, that bothers me tremendously,” she said.

“People will walk up to that branch to pick up [materials], because it’s cold outside, go in for whatever reason and the doors are locked. That’s not good, and I want to make sure that ... people know what services are open and available and where to go to get those services.”

The services they come for have become quite varied. While there remains the serendipitous pleasure of browsing the stacks, of deciding on a book without an algorithm telling you it’s worth a try, Canada’s libraries have broadened their mission dramatically.

They are community hubs and gathering spots. When public health allows, they play host to craft groups and cultural events, podcast clubs and movie screenings. They are also places to find an increasingly rare public toilet, or to keep warm. And, importantly for many people in a precarious situation, they are a community destination where you don’t need to spend money.

“There aren’t many public spaces left for people, and the public library welcomes everyone into our branches without judgment,” said Ms. Bowles. “Often times it is to connect with others and do school work or whatever, but sometimes it’s just because it’s a public space where they are safe and where they can be alone together with other people.”

Even in normal times, the community importance of libraries has nurtured a strong defence network. In 2011, when Ontario Premier Doug Ford was a Toronto city councillor, he sparked a determined backlash by saying some branches were redundant and should close. It probably didn't help that he dismissed CanLit icon Margaret Atwood. He also blustered, incorrectly, that there were more library branches than Tim Hortons outlets in his ward.

And in these abnormal times, Canada's libraries won new fans by stepping up to support the community. Some handed out socks and rapid tests, others had staff call seniors to ward off loneliness. They did curbside book pickup and allowed their WiFi signal to be used by people lingering in the parking lot.

Some changes were fundamentally in keeping with the traditional library model: creating mystery bags of books to pique the interest of readers with too much time on their hands or lending out laptops to remote-learning students. But other changes were more profound, including allowing lawyers and their clients private space and technology to attend Zoom court hearings.

"Individuals within the community ... who may not have used a library for many, many years realized that we were one of the only service points that were able to provide any kind of service," said Ms. Chevreau, with the Canadian Urban Libraries Council.

"The community has sort of recognized libraries in a different light, because of this."

The community will continue to be served, though closed branches in Toronto and a provincially mandated 50-per-cent capacity limit will make libraries harder for residents there to access. And Ms. Bowles noted that the picture remains fluid, pointing out that Toronto had recently floated the possibility of at least half of municipal staff having to miss work because of COVID-19.

"If we get to a 50-per-cent absentee rate, you know, we're going to have to look at the situation in terms of coverage of our branches, for sure," she said.

*Expand your mind and build your reading list with the Books newsletter. [Sign up today.](#)*



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# Ontario Library Service

## Newsletter

January 2022

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### Networking: Board Assemblies

For Spring 2022, we will again offer a series of Board Assemblies based on resident population served by the Library Board. While we encourage Board Assembly representatives to attend these meetings, in fact, the meetings are open to any board members who wish to attend. The education component for this meeting will cover Board Appointments.

Registration for the Board Assemblies is now open through the "[Meetings and Webinars](#)" page of the OLS website. Please note that we have added an extra

Board Assembly to the schedule (on a Saturday morning) for those whose schedule may not allow them to attend their designated population-based meeting.

Population range	Date	Time
Under 2,500	Tuesday, April 5	4 pm – 6 pm ET
2,500-4999	Wednesday, April 6	4 pm – 6 pm ET
5,000-9,999	Thursday, April 7	4 pm – 6 pm ET
10,000-19,999	Tuesday, April 12	4 pm – 6 pm ET
20,000-39,999	Tuesday, April 5	4 pm – 6 pm ET
40,000-74,999	Wednesday, April 6	4 pm – 6 pm ET
75,000-149,999	Thursday, April 7	4 pm – 6 pm ET
150,000+	Tuesday, April 12	4 pm – 6 pm ET
Global Board Assembly	Saturday, April 9	10 am – noon ET

*\* Note – The Saturday Global Board Assembly Meeting is being made available as an option to accommodate all participant's access to information and connections. We encourage registrants to select this option if you are experiencing challenges or limited availability in your personal schedules. We hope to continue to grow the connections and sharing of best practices we have begun to develop within each assembly and to create bonds between library boards of similar size and population ranges as a part of our Board Assembly plans and program.*

[Register](#)



## OLS Training Opportunities

The Ontario Library Service continues to offer diverse training in all areas of public library service and for all levels of staff, including CEOs, board members and frontline staff. Visit [LearnHQ.ca](https://www.learnhq.ca) to browse our offerings, or [subscribe](#) to our *LearnHQ Training Bulletin*. Anyone who has registered for a LearnHQ course or webinar in the past will receive the *LearnHQ Training Bulletin* by e-mail.

One upcoming webinar will be of interest to CEOs and Board members:

- **Board Legacy ([Register](#))** - Staff from the Ontario Library Service will provide an overview of the Board Legacy concept - including information on this topic that is provided in the [Year 4](#) of the 4-year Board cycle found in the Governance HUB.
  - **Tuesday, February 15; 4-5pm ET/3-4pm CT**
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## OLS Professional Information

### Sample Policies

For many years, staff at the Ontario Library Service have provided sample policies for libraries and library boards. Also known as the *Trillium Public*



*Library policies*, these samples are [posted on the OLS website](#) in Word format for easy downloading and review. Recent revisions to this webpage include:

- A new sample 'Foundational document' called **Diversity and Inclusion (FN-06)**. Having such a policy is now part of the [Ontario Public Library Guidelines](#) (Guideline 14.11).
- A revision to the 'Foundational document' called **Respect and Acknowledgement Declaration (FN-05)**. While the text remains the same, we have added additional explanatory information.
- A revision to the 'Governance Policy' called **Financial Oversight (GOV-06)** with new sections on reserves and on tangible capital assets.
- A revision to the 'Governance Policy' called **Policy Development (GOV-04)** with new sections on responsibility for developing policy and on replacing or removing superseded policies.
- A review of the four policies as required each year by the **Occupational Health and Safety Act**. These policies are **Health & Safety (HR-09)**, **Prevention of Workplace Violence (HR-08)**, **Workplace Discrimination and Harassment (HR-07)** and **Safety, Security and Emergency (OP-02)**. No content changes were made to the policies.

## Resources

The Ontario Public Library has published more than 25 different resources on topics ranging from COVID-19 to [Competencies](#) to [CEO Recruitment](#) and Fine-Free Libraries. You will find an [index to this resources](#) on the OLS website.

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# ONTARIO LIBRARY SERVICE | GOVERNANCE HUB

## Resources for library board members

Staff at the Ontario Library Service have created the [Governance HUB](#) with resources, training, and information for members of Ontario's public library board. You will find information about the four-year cycle of a library board, including:

- [Governance roles and responsibilities](#) (Year 1)
- [Community and municipal relations](#) (Year 2)
- [Accessing and planning for the future](#) (Year 3)
- [Legacy and transition readiness](#) (Year 4)

The Governance HUB is continually being renewed. In late November 2021, the section related to [Advocacy](#) (within the context of Community and Municipal Relations) was updated. A new printable document called [The Role of the Board in Advocacy and Lobbying](#) was added to the materials. This 10-page printable document uses materials originally found in the former Library Trustee Development Program and provides a summary of the role of the board in advocacy.

Once the Board Legacy webinar (set for Tuesday, February 15th, 4-5 pm ET) is recorded, the section of the Governance HUB on [Board Legacy](#) will be updated.



MINISTRY OF HERITAGE, SPORT, TOURISM AND CULTURE INDUSTRIES

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### **CELA Winter Updates**

#### **Expanded Delivery Options Project**

As part of CELA's commitment to giving users a choice of accessible book delivery options and formats, we are excited to announce the Expanded Delivery Options Pilot Project. The pilot program is focused on testing new options for audiobook delivery to supplement the digital options already available. Over the next few months, selected CELA users will be invited to provide feedback on one of three options: a low cost, portable and easy-to-use audiobook player; a newly developed reloadable device based option which provides excellent sound quality and large buttons for easy navigation; and voice assistant solutions which operate using smart speaker technology.

- Libraries may learn more about the new device options by joining our free webinar on Tuesday, January 25 1-2 pm ET [Expanded Delivery Options Project, what's that? A webinar for libraries about new accessible reading devices](#) ([Mercredi, 26 janvier 13h00-1400 HNE](#) en français).

### **Canada Reads titles in accessible formats**

Again this year CELA will have accessible versions of the [Canada Reads shortlist](#). When you are promoting these titles in your newsletter or social media please consider linking to the accessible versions as well!

### **Braille events**

Would you like to learn about braille? Join a dedicated team including NNELS, Braille Literacy Canada, the Canadian Council of the Blind (CCB), the CNIB Foundation, and the BC Provincial Resource Centre for the Visually Impaired (PRCVI) for a series of events taking place in the month of January to celebrate the birth month of Louis Braille. Learn more and sign up for one or more of these events by visiting [nnels.ca/world-braille-day](http://nnels.ca/world-braille-day).

Questions? Contact us at CELA Member Services, 1-855-655-2273 ext. 2 or email [members@celalibrary.ca](mailto:members@celalibrary.ca).

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## AGENDA 4.2

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Susan Price, Board Secretary  
DATE OF MEETING: January 24, 2022  
SUBJECT: **Board-CEO Linkage BCL-2e Policy:  
Chief Executive Officer Performance Review**

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### RECOMMENDATION:

**That the Board receives the “BCL-2e Chief Executive Officer Performance Review Policy”  
documentation in preparation for the March In Camera Performance Review meeting.**

A handwritten signature in black ink, appearing to read 'C. Biss', is centered on the page. The signature is fluid and cursive.

Catherine Biss  
CEO & Secretary-Treasurer

**APPENDIX “A”**

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2e</b> <span style="float: right;"><b>Page 1 of 5</b></span>
<b>Policy Title:</b>	<b>Chief Executive Officer Performance Review</b>
<b>Revision Dates:</b>	<b>April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27,2020, January 25, 2021</b>

The Chief Executive Officer’s performance review is conducted subject to the Board’s policies. The review is conducted annually at the April Board meeting. It is undertaken by the Board as a whole in two In Camera sessions, with the CEO participating in the second of the two.

The Board’s policies provide that the CEO’s performance be considered to be synonymous with monitoring organizational performance against achievement of Board policies on Ends and compliance with Executive Limitations. Therefore, the CEO evaluation considers only data derived from monitoring these policies during the previous year.

The purpose of the CEO’s evaluation is to summarize the actions previously taken by the Board as it monitored Ends and Executive Limitations Policies during the year, and to draw conclusions on the basis of that on-going monitoring process, relative to organizational performance and, consequently, the CEO’s performance.

The procedure for completing the review is as follows:

1. Throughout the year all Board members review and understand all monitoring reports. Every time that a monitoring report is presented to the Board, a record of the Board’s decision with respect to that monitoring report must be recorded in a summary document entitled “Policy Monitoring Worksheet – Board Decision Summary” maintained by the Board Secretary. (Revised January 2013.)
2. In the March Board package, all Board members will receive and review a copy of the above-noted summary document, “Policy Monitoring Worksheet – Board Decision Summary.”
3. Before the March meeting, all Board members will review the previous year’s monitoring reports summarized in the “Annual Ends Report of Library Achievements” submitted to the Board in January. As needed, the Board members will fill in Section 1 of the attached CEO’s Annual Summative Evaluation (Appendix “A”) for submission to the Board Chair and discussion. (Revised January 2013.)
4. At an In Camera session at the March meeting, all Board members will discuss Section 1. The Chair records the conclusions reached by the Board under Section 1. These conclusions only pertain to the CEO’s performance under the Ends and Executive Limitations Policies. If over the course of the year’s monitoring, the Board did not accept an action of the CEO as a reasonable interpretation of a policy, the action taken by the Board at that time may be noted here.
5. The Chair will then consolidate that information and deliver it to the CEO between the March and April meetings.
6. At an In Camera portion of the April meeting, in open discussion, the Board and the CEO review Section 1, and complete Section 2 of the CEO’s Annual Summative Evaluation. The Chair records the recommendations and decisions for the upcoming year under Section 2. These may

**AGENDA 4.2**

pertain to directions to the CEO (enacted through revisions to Board policy in Ends or Executive Limitations) or activities to be undertaken by the Board.

(over)

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2e <span style="float: right;">Page 2 of 5</span></b>
<b>Policy Title:</b>	<b>Chief Executive Officer Performance Review</b>
<b>Revision Dates:</b>	<b>April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021</b>

- 7. Between the April and May meetings, the CEO’s Annual Summative Evaluation is formalized and signed by the Board Chair and the CEO. The CEO signs the review to indicate she has read it and the CEO may add comments. The review is filed in the CEO’s Personnel File and copied to the Chair. The Chair’s files pertaining to the CEO’s performance review are stored in a locked file cabinet in the Board Secretary’s office and a copy stored on a secured server.. The review is confidential and other copies may only be made for the Board upon Board motion. (Revised May 2013)
  
- 8. At the May Board meeting, the Chair gives notice to the Board that the CEO performance review has been completed and filed as per procedure.

Attachments:       Appendix “A”  
                          Appendix “B”

(over)

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2e</b> <span style="float: right;">Page 3 of 5</span>
<b>Policy Title:</b>	<b>Chief Executive Officer Performance Review</b>
<b>Revision Dates:</b>	<b>April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27,2020, January 25,2021</b>

**APPENDIX “A”**

**CEO’S ANNUAL SUMMATIVE EVALUATION**

During the preceding year, the Board monitored all MPL Ends and Executive Limitations Policies, with receipt of monitoring reports considered to be evidence of satisfactory organizational and CEO’s performance.

**SECTION 1                      SAMPLE Policy Monitoring Worksheet (*sample text in italics*)  
Board Decision Summary**

Policy no. and Title	Report received according to monitoring schedule? Date received.	Interpretation determined “reasonable” by Board?	Data sufficient to satisfy Board of compliance or achievement?	Board decision and Date for re-submission (if necessary)	Results of re-submission
EL-1 General Executive Constraint	Yes. <i>Sept. Board meeting</i>	Yes	<i>No, item #3 inadequate evidence to determine compliance</i>	<i>Deficiency, October Board meeting</i>	<i>In compliance</i>
EL-2a Customer Treatment	Yes. <i>Sept. meeting</i>	Yes	Yes	<i>In compliance, recorded in Board minutes.</i>	<i>n/a</i>
EL-2b Staff Treatment					
EL-2c Budgeting/ Forecasting					
EL-2d Financial Condition					
EL-2e Asset Protection					
EL-2f Protection of Services					
EL-2g Emergency Executive Succession					
EL-2h Community Relations					
EL-2i Compensation & Benefits					
EL-2j Communication & Counsel to the Board					
E-1 Global Ends Policy (Annual Ends Report of Library Achievements due in January)					



# AGENDA 4.2

(over)

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2e</b> <span style="float: right;"><b>Page 4 of 5</b></span>
<b>Policy Title:</b>	<b>Chief Executive Officer Performance Review</b>
<b>Revision Dates:</b>	<b>April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021</b>

**SECTION 1**      (As needed, the Board members fill Section 1 for submission to the Chair and discussion. The Chair records the conclusions reached by the Board under this Section.)  
 (continuation)

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**SECTION 2**      (The Board and the CEO complete Section 2. The Chair records the recommendations and decisions for the upcoming year under this Section.)

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Signed: \_\_\_\_\_ Chair

Date: \_\_\_\_\_

Signed: \_\_\_\_\_ CEO

Date: \_\_\_\_\_

(over)

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2e</b> <span style="float: right;"><b>Page 5 of 5</b></span>
<b>Policy Title:</b>	<b>Chief Executive Officer Performance Review</b>
<b>Revision Dates:</b>	<b>April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021</b>

**APPENDIX “B”**

**Question Guide: Annual CEO’s Evaluation Consistent with Policy Governance®**

1. Based on a review of the monitoring reports in Ends over the time period being evaluated, which Ends has the CEO:
  - a) Achieved or, if they are long-term Ends, achieved acceptable progress towards?
  - b) Not achieved, or not made acceptable progress towards?
  - c) Exceeded?
2. On what evidence is the above judgment made? (Cite dates of specific internal monitoring reports, external monitoring reports, or direct Board inspections.)
3. Based on a review of the monitoring reports for Executive Limitations over the time period being evaluated, has the CEO:
  - a) Consistently operated within the constraints of the Executive Limitations?
  - b) Occasionally contravened the limitations, but reported the contravention promptly, providing acceptable rationale and a plan for future compliance, which was met?
  - c) Occasionally contravened the limitations, but without reporting the contravention, or without acceptable rationale?
  - d) Frequently contravened the limitations?
4. On what evidence is the above judgment made? (Cite dates of specific internal monitoring reports, external monitoring reports, or direct Board inspections.)

## AGENDA 5.2

**TO:** Markham Public Library Board  
**FROM:** Catherine Biss, CEO & Secretary-Treasurer  
**PREPARED BY:** Michelle Sawh, Director, Administration & Operational Support  
**DATE OF MEETING:** January 24, 2022  
**SUBJECT:** **INTERNAL MONITORING REPORT: Executive Limitation EL-2f, Protection of Services**

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### EXECUTIVE SUMMARY:

This report provides the Board with an annual update regarding changes in Library hours of service and relocations or combinations of existing MPL branches.

The CEO has ensured that all services have been protected as per Board policy.

### RECOMMENDATION:

**That the report entitled “Internal Monitoring Report: Executive Limitation EL-2f, Protection of Services” be received.**

**POLICY TYPE:** EXECUTIVE LIMITATIONS  
**POLICY TITLE:** PROTECTION OF SERVICES (EL-2f)

### GLOBAL POLICY LIMITATION:

*The CEO shall not allow the services delivered to the customers of the Markham Public Library to be compromised.*

### CEO RESPONSIBILITY:

The CEO will ensure that library services in the community are maintained and protected, including hours of service and facilities.

### ASSERTION OF COMPLIANCE:

As per the Report below, I assert that I am in compliance with this Global Policy Executive Limitation.



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Catherine Biss  
CEO & Secretary-Treasurer

## AGENDA 5.2

- 1. POLICY LIMITATION Hours:** *The CEO shall not, without the approval of the Board, change the total hours of the Library system or of any Branch, with the exception of scheduling statutory holidays and holiday periods, emergencies, and incidents that affect health and safety.*

### **CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

- The CEO is in compliance. The only change in hours this year has been due to the ongoing COVID-19 pandemic.
- From January –July 2021, MPL offered curbside service only at our three stand-alone branches: Markham Village, Thornhill Village and Unionville for limited service hours (Monday-Friday, 10 am – 6 pm and Saturdays 9 am – 5 pm).
- Beginning August 2021, MPL returned its service hours to its pre-pandemic standard hours (although branches remained closed on Sundays). At this time, Angus Glen, Aaniin and Thornhill Community branches were opened for service, along with the three stand-alone branches mentioned above. For this initial phase of return to in-branch service, only holds pick up and limited use of public access computing was available.
- September 22, 2021 – these six MPL branches expanded services to include use of library space and full access to the library collections. Milliken Mills and Cornell continued to remain closed.
- January 5, 2022 – Angus Glen and Thornhill Community were closed due to the return to Step II pandemic response measure which necessitated cancelation of all recreation services and closure of the Community Centres.
- Throughout the closures mentioned above, however, the Library continued to provide 24/7 access to digital collections and provided help to customers through live chat via AskMPL on Mon-Thurs 9:30 am–9 pm, Fri 9:30 am–6 pm, Sat 9 am-5 pm , and on Sun 10 am-5 pm.
- From March 13, 2020 to the near future, MPL has been unable to provide in-branch Sunday service. As a result, all branches are still closed on Sundays, though we hope to at least offer Sunday Service in-branch between the hours of 1 pm – 5 pm in the near future.
- MPL expects to resume normal hours of operation once the pandemic is over and we are able to return to full service.
- We have also had to close occasionally due to emergencies. On November 5<sup>th</sup>, there was a power failure at the Angus Glen Community Centre and Library which prompted the closure of the Library for the entire day. Staff were redeployed to work at other branches. The power was not up again until the following day. Additionally, there was a fire underneath the south main entrance (currently under construction) of Markham Village where contractors were working. They were grinding a metal beam when the heat from the friction caused a fire. The building with staff and customers was evacuated at 11:45 am and staff were allowed back in by 12:45 pm. The branch was therefore only closed for one hour. Finally, on January 18, 2022, due to inclement weather, all Library branches were closed to the public. Customers, however, still had access all of the library's digital collections.

- 2. POLICY LIMITATION Services/Facilities:** *The CEO shall not, without the approval of the Board, close, relocate, or combine any Branches of the system.*

### **CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

## **AGENDA 5.2**

- The CEO is in compliance. Over the last year, there have been no relocations or combinations of branch operations. As described above, however, there have been closures due to the pandemic. The CEO kept the Board informed of these closures and adjustments to service at all times.

To: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Diane Macklin, Director, Community Engagement  
DATE OF MEETING: January 24, 2022  
SUBJECT: **Annual Ends Report 2021**

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**RECOMMENDATION:**

**That the Annual Ends Report be received.**

**BACKGROUND:**

The attached annual ends report is a compilation of the activities of the Library in 2021 which reflect the Library's accomplishments towards the Board Ends.

A handwritten signature in black ink, appearing to read 'C Biss', is centered on the page. The signature is fluid and cursive.

Catherine Biss  
CEO & Secretary-Treasurer

**Level 1:**

Markham Public Library (MPL) exists so that people who live, work, or study in Markham enjoy an enhanced quality of life at a level that justifies the funds invested.

*Interpretation:*

- *"enhanced quality of life" means that the library is responsive to the community's evolving needs and offers equitable and accessible services to meet those needs*
- *"justifies the funds invested" means the library demonstrates value to the community without exceeding the operational or capital budget authorizations established by the Board and the City of Markham.*

Evidence:

Community Input	<p>The Library regularly surveys the community in order to understand community aspirations and to ensure Library services are relevant to the community. Feedback, combined with trend watching, analysis of Library use, and ongoing review of community demographics allow the Library to develop strategies to provide services that are relevant to the community. In 2021 community consultation included:</p> <ul style="list-style-type: none"> <li>• The <b>Digital Services Survey</b> provided feedback about digital services that began in response to pandemic operations. Customers using AskMPL, those attending virtual programs or using services such as the Book Healing initiative, Grab and Go Bags or remote 3D printing were provided an opportunity to give feedback through an exit survey.             <ul style="list-style-type: none"> <li>○ <i>"Honestly it was the best customer service experience I had in my whole life. He was so polite, patient and so helpful. He even explained to me more about the services." (AskMPL)</i></li> <li>○ <i>"I think the library services in the past few years have made huge progress and the resources are phenomenal. Very happy about them."</i></li> <li>○ <i>"My family like having the online program options. We won't be visiting the actual library any time soon because we don't want to risk catching the virus. This way we get to enjoy library programs right from our apartment."</i></li> <li>○ <i>"The answers from staff are detailed and they even showed me how to access the digital library with a Zoom call...Now that's customer service! Keep it up MPL. I hope the community now further realizes how important the library and its services are." (Book a Librarian)</i></li> <li>○ <i>"So quick to respond and so wonderfully personal - real (or as real as we get now) human contact with real person is great!"</i></li> </ul> </li> <li>• The Counting Opinions online <b>Customer Satisfaction Survey</b> in the fall. Previously offered on a quarterly basis the survey was suspended when branches closed as survey questions pertain to in-library experiences. The Counting Opinions survey is used by many libraries throughout North America allowing MPL to benchmark its results against others. The survey also helps to identify where there are gaps between customer expectations and their actual library experience.             <ul style="list-style-type: none"> <li>○ There were 1,203 responses to the Customer Satisfaction Survey.</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>○ <i>“I recently used the live chat with a librarian, and it was terrific. The person helping me should get an A+ for their assistance and patience. This is a great feature and I highly recommend it. I really miss going to the library and looking around, and hope the branches get to open again soon. Excellent service, selection. Thanks!”</i></li> <li>○ <i>“I like that the library has been very careful about COVID-19 regulations and feel safe using the library because they check for vaccination passports and do assessments. It would be nice to be able to browse the collections again but I understand it’s safer this way.”</i></li> <li>○ <i>(Staff are) “enthusiastic and impressive. The first time I went to the library a gentleman greeted us. He was especially enthusiastic to guide us to the library card registration desk. When we left he said goodbye to us even though we were 5 metres away. I feel extra warm.”</i></li> <li>○ <i>“When the Library started allowing people to borrow books from the shelves, a librarian came up to me asking to show her some new material such as learning tablets and talking books. It was a shared excitement to finally be able to browse the shelves and for the librarian to interact with visitors. Such a memorable experience.”</i></li> </ul> <ul style="list-style-type: none"> <li>● Prior to closing the branches in March 2020 the Angus Glen branch was piloting a new service model for study room bookings, a high demand service. Anticipating that this policy may no longer suit customer needs, staff resurveyed customers and held virtual focus groups to develop appropriate study room use guidelines. 130 customers responded to the Study Space survey and 2 focus groups were held to explore survey results. Participants expressed a high level of anxiety over COVID, especially upon initial return to the library. The perception of a clean space was important as well as information on how the library is keeping them safe. Information from the survey and focus groups informed revised study room practices as the branches reopened.</li> <li>● Customers participating in select programs are invited to complete surveys designed to measure program outcomes. Administered through <b>Project Outcome</b> these surveys are part of a toolkit to help libraries understand the impact of programs in the areas of literacy, job skills, lifelong learning, digital learning and health. 96.8% of Project Outcome survey respondents agreed or strongly agreed that they increased their knowledge as a result of their program participation. 93.3% agreed or strongly agreed that they would apply the knowledge or skills gained.</li> </ul> <p>The community also had informal opportunities to provide feedback, providing feedback through website forms, Suggest a Purchase forms, at virtual outreach events, responding to email requests for information and in program exit interviews.</p> <p>Input received from the community, combined with an examination of trends, and analysis of available data allows library staff to make informed decisions in</p>
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	developing library services that are beneficial and well received by the community.
Community outreach	<p>With community events cancelled, and access to traditional outreach sites closed or with restricted access, the Library's outreach activities turned to virtual opportunities. Library staff provided library orientations and instruction on use of digital services to newcomer organizations, seniors clubs and school classrooms.</p> <ul style="list-style-type: none"> <li>• 11 virtual visits were made to newcomer organizations providing 314 newcomers with information about library services</li> </ul>
<b>Analysis of Key Performance Indicators</b>	<p>The Library regularly monitors industry trends, trends in community demographics and usage of the library, and reports these to the Board through the CEO's Report (Agenda Item 3.0) and Board Education (Agenda Item 10.1).</p> <p>Using <i>Environics Analytix</i>, the Library is able to use Library data along with a variety of marketing databases to understand community demographics and behaviours. In 2021 Environics was used to understand the community's COVID behaviours and attitudes to determine how library services should be reshaped and to ensure the community is confident in returning to the library. These findings also helped staff develop programs that were relevant to the community.</p>
AskMPL online chat service	<p>Implemented in 2020 <b>AskMPL</b> responded to the need for customer service assistance when branches were closed. As branches reopened with limited service there remained a demand for the online chat service. AskMPL has now transitioned into an ongoing service. AskMPL provides assistance with ecard registration, account information, general questions about library services, and assistance with accessing and using the library's digital collections.</p> <ul style="list-style-type: none"> <li>• In 2021 staff provided 52,827 minutes of chat help to the community through 9,605 chats.</li> </ul>
Ontario Road to Recovery - reintroduction of library services.	<p>As permitted by Ontario's and Markham's recovery plans, the Library continued to reintroduce library services and increase capacity. As a result the Library was able to recall staff who were laid off in 2020. By year end 6 branches were open at 50% capacity and customers were again able to use amenities such as study rooms or have exams proctored.</p> <p>As part of the reopening of facilities staff revised the COVID Safety Plan to reduce risk on transmission including active screening, contact tracing, proof of vaccination, and enhanced cleaning protocols. Some services such as in-person programs and makerspaces remain suspended on the basis of their risk assessment.</p> <p>Staff continue to offer virtual options for programs and instruction in addition to reference support through AskMPL.</p>
Services to at Risk Populations	<ul style="list-style-type: none"> <li>• The Library offers a significant proportion of its <b>programs</b> at no charge including those that promote traditional or digital literacies. The Library offers programming opportunities to customers with intellectual or developmental challenges and spectrum disorders. The program curriculum is adapted to meet specific needs. Virtual programs offered through the Zoom platform have closed caption activated for those with hearing impairment.</li> <li>• Through <b>CELA</b>, the library provides access to resources for those with print impairment including any learning, physical or visual disability that prevents</li> </ul>

	<p>a person from reading conventional print. CELA resources are provided directly to the customer through conventional mail or digitally. In the past staff have promoted CELA through participation at wellness fairs and at outreach visits to seniors residences. Due to COVID restrictions, promotion in 2021 has been via email, eNewsletter and virtual demonstration to educators, partners and program coordinators at seniors residents. In 2021 MPL's CELA customers borrowed 9,128 items including accessible newspapers, magazines, books and audiobooks.</p> <ul style="list-style-type: none"> <li>• <b>Eliminated overdue fines</b> for Children and Teens. These fees often act as a barrier to library use for marginalized and lower-income customers. To support customers in managing their accounts and prevent accidental fines, the library also introduced auto-renewals, automatically renewing items that are eligible for renewal.</li> <li>• <b>Tax clinics</b> for low income individuals and families featured trained volunteers who complete tax returns free of charge thus reducing the financial barriers to assistance with completing and filing a return. In 2021 Tax Clinics were offered via phone as branches were closed.             <ul style="list-style-type: none"> <li>○ 88 people had their tax returns completed and filed through this year's clinics.</li> </ul> </li> <li>• While in-branch services were limited, the Library offered computer use, photocopying and scanning to support community members without home <b>computer and/or internet access</b>.</li> <li>• In the spring, Library staff reinitiated the <b>Senior Care</b> program, once again phoning the local homebound and senior population to ensure they were aware of their opportunities for COVID vaccinations and to provide information about local organizations that could assist them in booking and getting to vaccination clinics.</li> </ul>
<p>Multilingual collections and services</p>	<p>The Library meets the needs of users whose first language is not English with print and digital collections in 14 languages.</p> <ul style="list-style-type: none"> <li>• 132,827 items were borrowed in languages other than English. Inability to browse the collection for much of the year and the limited availability of digital materials in other languages impacted circulation of multilingual materials in 2021</li> </ul> <p>Through PressReader, newcomers can read newspapers from their home country in their home language.</p> <ul style="list-style-type: none"> <li>• PressReader had 201,628 circulations in 2021</li> </ul> <p>Through community partners, the Library offers programs and workshops in the language of the community including early literacy programs, and workshops related to job hunting, wellness, legal rights, computer skills and social opportunities.</p>
<p>eCard Launch</p>	<p><b>Online registration</b> for Library cards (eCards) launched in May enabling Markham residents to instantly access all of MPL's digital resources such as eBooks, research databases, streaming music and movies, local and international magazines and newspapers.</p> <ul style="list-style-type: none"> <li>• by year end 2,228 MPL customers registered for eCards</li> </ul>
<p>Collections in alternative formats</p>	<p>As well as the traditional Large Print book, the library offers eBooks which allow those with visual impairment to adjust size, colour and contrast of text during</p>

	<p>reading. Audiobooks are available in digital format, on CD or in PlayAway formats.</p> <p>In-Library services for users with accessibility challenges include software that reads website content aloud (BrowseAloud), magnifies on-screen text (ZoomText) or converts print to speech and reads it aloud (Kurzweil Scanners)</p>
<p>Facility improvements</p>	<p>There have been several facility improvement projects in 2021 that improved safety and accessibility, including:</p> <ul style="list-style-type: none"> <li>• Repairs started on the Markham Village south entrance. The repairs were required to address the structural integrity of the entrance.</li> <li>• A heritage-compliant storage shed for recycling materials was installed at Unionville Library. The shed was put in place to prevent issues of illegal dumping.</li> <li>• Entrance doors at Unionville Library were replaced and are now more wheelchair friendly.</li> <li>• Water fountains were replaced with touchless fountains and bottle filling stations</li> <li>• Touchless pedestal-style hand sanitizer dispensers were installed in high traffic areas and touchless wall mounted hand sanitizer dispensers added in study areas. Toilets and faucets in washrooms are also being upgraded to touchless technology</li> <li>• A paging system was installed at Angus Glen Library to improve audibility of public announcements.</li> <li>• The CCTV security system was replaced at several locations</li> <li>• Heat and smoke detectors at Thornhill Village Library were upgraded making the alarms more audible and visible</li> <li>• Improvements were made to the Business Hub at Aaniin Library including the installation of study bars, lockers and an access control system to improve the experience for local entrepreneurs.</li> <li>• Design work was completed for an enhancement project at Milliken Mills to include a sortation system, self-service material return and a universal family washroom. Construction will happen in 2022 providing improved convenience and accessibility for customers as well as reducing material handling and more efficient workflows for staff.</li> </ul>
<p>Diversity Equity and Inclusion (DEI)</p>	<p>Diversity, Equity and Inclusion are fundamental values of public libraries and inform MPL's services, collections and programming. In 2021 the Library took several steps to continue to bring about positive change and address issues of DEI:</p> <ul style="list-style-type: none"> <li>• Working with library vendors, staff began conducting a diversity audit of physical and digital collections with the goal of ensuring diverse and inclusive materials in the collection.</li> <li>• All staff participated in Anti-Bias training. A mandatory Diversity, Equity and Inclusion learning module also launched on MPLEdu, the library's internal online training platform. Staff also received training in gender awareness, diverse communication styles and inclusion strategies for customers experiencing mental illness. Full time front line staff received training and were certified as Mental Health First Aid Responders helping staff to recognize the signs and symptoms of mental health problems and provide initial help and guidance toward appropriate professional help.</li> </ul>

	<ul style="list-style-type: none"> <li>• MPL's Inclusion Statement was developed and added as a statement of inclusive and equitable hiring practices to the employment page on MPL's website.</li> <li>• Staff actively supported Phase 1 of the City's Diversity Action Plan update</li> <li>• An updated land acknowledgement, developed in collaboration with the City's Indigenous consultant has been incorporated into Library programs and events.</li> <li>• A variety of programs were offered that provided opportunities for exploration and discussion including the launch of an LGBTQ book club, a panel discussion on experiences of BIPOC writers, discussions about Truth and Reconciliation, presentations by people in non-traditional work</li> </ul>
<p>Library service is an investment in community building, offering free access to information, technology and leisure and cultural services. The Library is trusted by the community and brings a host of economic and social benefits which contribute directly to the quality of life in Markham, <b>justifying the investment</b> of taxpayer dollars.</p>	
Monitoring financial conditions	As outlined in Executive Limitations 2c and 2d, the Library reported compliance with financial conditions and activities of the Library.
Industry benchmarking	The Library participates in industry surveys, collecting key performance indicators, including the <a href="#">Canadian Urban Libraries Council</a> and Ontario Ministry of Tourism, Culture and Sport <a href="#">Annual Public Library statistics</a> to benchmark against other library systems. The Library consistently demonstrates its efficiency against comparator libraries.
Economic Impact Study	The Library's <a href="#">economic impact study</a> shows the Library has a positive impact on the residents of Markham, providing a return on investment of 597%. The total economic impact is estimated at \$82.6 million annually for an economic benefit of \$253.33 per resident.
Risk Management Policy	The Library's Risk Management Policy identifies, evaluates and mitigates potential risks to Library assets and services on an ongoing basis to ensure appropriate responsibility for public funds. A risk management report is provided to the Library Board twice a year, in March and September, through the CEO's report to the Board. (Agenda item 3.0)

**Level 2:**

2.1 Individuals and families are readers, lifelong learners, and have a gathering space.

*Interpretation:*

- *The community has access to high quality resources and facilities that support their identified needs*
- *The library provides collections in a variety of formats, languages and reading levels that support literacy, learning and reading*
- *The library offers programs and services that support reading, exploring, and learning*

2.1	
Literacy Development and Reading	<b>Storytimes</b> engage preschoolers in early literacy activities that put them on a strong path towards developing vocabulary, language and problem solving and critical thinking skills necessary to succeed as children enter the school system.

Virtual storytimes include the same key components as our in-branch storytimes with valuable key messages that foster early literacy skills. Similar to the in-branch experience, virtual storytimes incorporate the 5 key practices identified by *Every Child Ready to Read* research: reading, talking, singing, writing and playing. Challenges with virtual storytimes include concerns about screen time and the lack of opportunity for social interaction, an important component for both parent and child.

- 3,647 children participated in 106 virtual storytime programs
- an additional 22,000 viewed the storytime recordings posted to MPL's Facebook

Through a 6 week period in July and August the **Summer Reading Club** encouraged children to continue reading over the summer and limit learning gaps while out of school. Fully virtual for the 2nd year, the program incentivized reading for pleasure and offered weekly meetups to engage children 3 to 12 years in literacy and learning opportunities. In 2021 MPL collaborated with York Region and Durham library systems to plan and offer an author event series as part of the SRC. The series showcased 9 popular children's authors with virtual author visits, book talks and storytelling.

- Participants logged a total of 74,983 minutes of reading.
- An average of 19 children attended each of the 24 meetups to share reading recommendations and participate in online learning games and challenges developed by staff.

**Markham Reads** is an annual celebration of reading, sharing of ideas and community. Community members were invited to vote on one of five titles selected for their ability to inspire conversation and spark dialogue. *Firekeeper's Daughter* by Angeline Boulley was the 2021 Markham Reads winner. In this debut novel, Indigenous author Angeline Boulley crafts a groundbreaking YA thriller about a Native teen who must root out the corruption in her community. Virtual programs related to the themes of the selected title focused on connecting and building community through a shared reading experience. To celebrate this title, the Library offered 14 virtual programs including book club discussions, lectures from professors of Indigenous studies, Indigenous artists, and an author event with Angeline Boulley. Through this year's Markham Reads program, MPL aimed to celebrate and honour the legacy of Indigenous history and creativity.

**Book clubs** met virtually to discuss different titles in an informal and relaxed setting. To increase access to titles while the branches were closed, staff selected titles that were available in eBook format and that allowed for simultaneous use. Staff also experimented with offering theme-based book clubs instead of everyone reading the same title. This format provided opportunities for fulsome discussions on a topic as well as creating an opportunity for participants to share recommended reads with each other. A new LGBTQ book club was introduced providing the LBBTQ+ community with a safe space for discussion. Unable to offer in-branch book clubs, staff developed information for the community about how to facilitate and run their

	<p>own book clubs. Supporting community book clubs, the Library also lends Book Club Kits containing multiple copies of a single title accompanied by a reading discussion guide and recommendations for similar titles. Community access to book club kits was improved through website content and promotion and addition of cover images to the catalogue record</p> <p>MPL participated in OverDrive's <b>Big Library Read</b>, a global eBook club connecting readers with the same title in eBook or eAudiobook at the same time. Each month a new title was offered on a simultaneous use model, allowing customers to borrow the title without waiting lists or holds.</p> <p><b>Forest of Reading</b> is Canada's largest recreational reading program celebrating Canadian authors and illustrators. The Forest of Reading Award Program has children and teens reading and voting on a short list of titles. MPL encouraged participation in the Award Program through weekly book talks, online activities and virtual author visits.</p> <p>Introduced in 2020, the Library continued <b>Grab and Go</b> bags - a reader's advisory service offering personalized reading recommendations. Customers not sure what to read could answer a few questions online and based on those preferences staff selected six titles for a Grab and Go bag.</p>
<p>Diverse collections</p>	<p>Library staff continuously monitor demographic trends in Markham to ensure collections are reflective of community needs and interests. As well as collecting physical materials in 14 world languages, the Library offers digital collections in other languages. This includes PressReader which provides customers with access to newspapers and magazines from 100+ countries.</p> <p>Marking Earth Month, the Library added Ontario Park Passes to the collection, inviting the community to explore Ontario's provincial parks by borrowing a day pass. Time spent in nature has significant benefits for mental and physical well being which made the passes a popular item after a winter in lockdown.</p> <ul style="list-style-type: none"> <li>• The Library has 24 Ontario Provincial Park passes which were checked out 1217 times</li> </ul> <p>Closed in 2020 due to COVID, the Bike Hub moved from Milliken Mills to Markham Village Library for the 2021 cycling season. This year children's bikes were added to the collection which includes cruiser bikes, tandem bikes, adult size trikes, and eBikes.</p> <ul style="list-style-type: none"> <li>• over the cycling season 319 bikes were borrowed</li> </ul> <p>LaunchPads were added to the collection promoting literacy and bridging the digital divide. LaunchPads are tablets preloaded with ad-free, high quality apps with content that spans subject areas from math and science to critical thinking and creativity.</p> <ul style="list-style-type: none"> <li>• the collection of 167 launch pads were checked out 1217 times</li> </ul> <p>Other collections include Enviropacks (environmentally themed backpacks complete with books and activities), energy meters and Daisy players</p>

	<p>(supporting audiobook CDs in accessible formats), and WonderBooks, a picture book with a self-contained audio player.</p> <p>Kanopy launched in March providing video streaming access to over 30,000 critically acclaimed movies, documentaries and kids favourites. Kanopy is accessible via mobile apps, on the desktop or on smart TV apps such as Roku and AppleTV.</p> <ul style="list-style-type: none"> <li>• Kanopy had 7,228 circulations in 2021</li> </ul>
<p>Quality spaces</p>	<p>In 2021 access to library branches was limited. As branches slowly reopened, changes were made in order to encourage physical distancing. Tables and seating have been temporarily removed and acrylic barriers added at service points. A comprehensive Safety Plan was put into place to mitigate risk to staff and customers. Through the Customer Satisfaction Survey, customers have expressed their appreciation for the safety measures taken by the Library.</p> <ul style="list-style-type: none"> <li>• <i>"I like that the library has been very careful about COVID-19 regulations and I feel safe using the library because they check for vaccination passports and do assessments."</i></li> <li>• <i>"Due to COVID many of the facilities were not available, but for those facilities that were available, the library went above and beyond to sure the safety of their staff and patrons."</i></li> <li>• <i>"Facilities are kept as nicely as possible by staff and protocols are consistently followed."</i></li> </ul> <p>As branches re-opened <b>study rooms</b> were again a popular reason for visiting the library. COVID-friendly changes were made to study room guidelines and booking practices to ensure safety of users. For the early stages of reopening (Fall 2021) study rooms were restricted to 1 person. Larger study rooms could be reserved for "social bubbles". As pandemic restrictions are lifted and risk is reduced the Library will re-evaluate and expand use of the spaces.</p> <ul style="list-style-type: none"> <li>• Services reopened in September and by year end there were 3,845 bookings in these spaces for a total of 7,314 hours.</li> </ul> <p><b>Makerspaces</b> were unavailable through 2021 however the Library introduced Curbside 3d Printing allowing the community to remotely engage with MPL's 3d printers in the makerspaces. This service was not just for those already familiar with the use of 3d printers and software; the community was able to book time with a Digital Literacy Specialist for one on one support and design help before having their design printed. Library staff also offered design instruction through virtual programs.</p> <p>Summer camps focused on STEAM concepts with traditional in-branch camp curriculum redesigned and offered by staff in a virtual format.</p> <p>Staff prepared for the reopening of the makerspaces developing a service model appropriate for a COVID world. Branding of the spaces and signage installation will make the spaces findable and attractive when the makerspaces are able to reopen.</p> <ul style="list-style-type: none"> <li>• 155 3D print jobs were fulfilled in 2021</li> <li>• staff led 25 instructional STEAM- related programs including programs on 3D design and Adobe Premiere to create interest in the makerspaces in anticipation of their reopening</li> </ul>

- through staff, program vendors and community partners, the library offered 170 programs designed to increase digital literacy skills and comfort with technology.

When the branches closed in 2020 a new integrated website and catalogue became the community's only point of access to the Library. In 2021 staff continued to improve and refine the site to create a welcoming virtual space.

- Staff Picks was revamped merging content located on two separate areas of the site and standardizing the format and look of the Staff Picks lists.
- The Kids, Teens and Older Adult pages and Online Learning page were expanded to support the high demand for information.
- Navigational improvements made website content more findable. The homepage was redesigned to better highlight collections.
- The acquisition of RBDigital (Zinio magazines) by OverDrive resulted in improved access to digital magazines. The magazine inventory, now part of the OverDrive platform, was integrated into the catalogue and also became available on the easy-to-use Libby app. In 2021 there were 1,140,096 Overdrive website sessions.
- A new and improved MPL mobile app was introduced. New features include integration with the website to provide a seamless experience, a more user-friendly interface, ability to search, find and register for library programs, recommended reading lists curated by MPL staff and easy access to branch location and hours.
- In 2021 there were 1,143,149 website sessions with 6.6 million page views.
  - *"The website's design is very easy to use which I appreciate. The catalogue is also very pleasant and user friendly."*
  - *"The Library website has helped with a lot of things during COVID."*
  - *"I really enjoy how user friendly and organized the website is. Borrowing items is simple and easy to understand."*

Staff developed new ways of connecting with the community to promote a love of reading through Instagram Reels (short videos) and by launching MPL's presence on TikTok. Through Instagram and TikTok there were over 50,000 views of videos related to reading. Library staff also launched Your Next Reads in October, a monthly eNewsletter featuring staff curated suggested reading lists on a variety of topics and for a variety of demographics. On average 4500 people open each edition of Your Next Reads. Staff also create reading lists for the website. Several pages of the website were redesigned to increase visibility of the staff lists to better encourage engagement with the collection. In 2021 staff created 320 reading lists.

- *"The OverDrive collection is also really good, especially with the selection for young readers and young adult readers. When the library branches were closed we relied heavily on Overdrive to keep the children entertained at home."*



	<ul style="list-style-type: none"> <li>• "I enjoy using the Libby app. It is easy to use and like that I can read offline. I found myself reading and listening to more books and audiobooks."</li> </ul>
<p>Life Long Learning</p>	<p>As students transitioned to virtual schooling, library staff responded to a growing need for support from both students and their parents.</p> <ul style="list-style-type: none"> <li>• MPL continued to offer free, curriculum-aligned online resources such as Brainfuse, an online homework help and tutoring resource. TVOLearn was added to the list of learning databases available providing learn at home resources for Grades 1 through 12.             <ul style="list-style-type: none"> <li>○ Brainfuse had a total of 21,610 usages in 2021</li> <li>○ In terms of live tutoring through Brainfuse, Intermediate Writing was the most used resource followed by Reading (grade 4 and grades 10 – 12)</li> <li>○ The most used practice tests in Brainfuse were math tests, Ontario Secondary School Literacy Tests and practice tests for EQAO.</li> </ul> </li> <li>• Staff helped families to bridge the education gap through development of learning resources and targeted programs that supported the development of reading and numeracy skills. The Learning at Home Series of blog posts provided staff curated content related to the Ontario curriculum. Grades 1 to 5 Remote Learning Resources offered parents grade specific lessons and activities on a variety of subjects. A reading support program and math support programs were developed and facilitated by staff for Grades 1 and 2.             <ul style="list-style-type: none"> <li>○ 651 children participated in staff developed programs that supported virtual schooling</li> </ul> </li> </ul> <p>The Library marked significant dates with programs, collection promotions and online campaigns that provided information and built awareness. These included the Lunar New Year, Nowruz, Diwali, International Women's Day, Pride, Thai Pongal, Black History Month, National Aboriginal Heritage Month, Truth and Reconciliation Day, Asian Heritage Month, Islamic Heritage Month, and Remembrance Day.</p> <p>Online learning opportunities were provided through the Library's subscriptions to high quality databases including <i>Universal Class</i>, <i>Brainfuse</i>, <i>Mango Languages</i>, <i>Little Pim</i> (language learning for children), <i>Learning Express Library Canada</i> and <i>Niche Academy</i>.</p> <p>The Library continued to partner with York U to deliver Scholar's Hub @ Home. The virtual speaker series featured discussions on a broad range of topics through lectures offered by York professors. In 2021 topics shifted to those connected to current events instead of current research projects. The time of the now virtual series also shifted from evening to lunch hour.</p>
<p>Wellness Programs</p>	<p>With the continuance of the pandemic, programs related to mental health, stress management and mindfulness were in high demand. Meditation</p>

	<p>programs were expanded to include programs for children, teens and in languages including Cantonese, Mandarin, Gujarati, Hindi and Tamil. Parenting programs have always been well attended. Past demand has been for programs related to sleep problems in young children and behaviour management. These programs continued to do well however there was increased demand for programs related to children's mental health including programs about anxiety and anxiety related to virtual learning or fears faced by both parents and children about returning to school. Other popular wellness programs included nutrition programs and managing diabetes. The virtual platform has proven to be successful for wellness programs with greater attendance than experienced when these programs were offered in-branch.</p> <ul style="list-style-type: none"> <li>• more than 6,000 people attended wellness related programs in 2021</li> </ul> <p>There is significant evidence that reading fiction is therapeutic and provides opportunities to de-stress and view life from a different perspective. The Book Healing initiative launched on Blue Monday a day supporting mental health and emotional well being. Community members completed a short survey of reading preferences to receive a personalized reading list.</p> <ul style="list-style-type: none"> <li>• 57 customers requested assistance through the Book Healing program</li> </ul>
Newcomer Services	<p>Visiting the library online is more challenging for non-English speakers. Library staff made significant efforts to work with local settlement agencies to provide information about library services during the pandemic. This included orientation to library services and instructions on navigating the Library catalogue, information about online ELL classes, multilingual collections and programs. English conversational opportunities were also offered. Programs offered in the languages of the community provided information about government and community resources including senior's benefits, long term care homes, citizenship application, Permanent Resident renewal, Service Canada offerings, and information about banking in Canada.</p> <ul style="list-style-type: none"> <li>• the Library offered 100 programs in languages other than English including family storytimes, wellness, information workshops, job skills, finance and social opportunities. 3000 attended these programs with several thousand more viewing recorded versions of the programs posted to the Library's social media accounts.</li> <li>• an additional 48 programs were conducted in English on topics such as reskilling, understanding government services, understanding rights, and English conversation.</li> </ul>

2.2 The community is enriched and strengthened.

*Interpretation:*

- "enriched" means that the library increases opportunities for participation and inclusion by everyone in the community including at risk populations, (i.e. reducing social isolation)
- "Strengthened," means that the library contributes to the social and economic development of the community.

2.2	
Volunteer Opportunities	<p>The Library's volunteer program shut down in 2020 with the closing of the branches. With most organizations also ceasing their volunteer programs, high school students faced challenges in completing their mandatory volunteer requirement. As services stabilized in the Fall, the Library introduced a virtual volunteer opportunity for teens. This volunteer program has helped the Library re-establish and build positive relationships with youth in the community. As a result, by the end of 2021, staff were beginning to develop other virtual volunteer opportunities as well as working collaboratively with teens to develop new Teen programming.</p> <ul style="list-style-type: none"> <li>• 44 book reviews were submitted by Teens in 2021</li> <li>• 19 volunteers dedicated 171 hours for the virtual Reading Buddies program in November.</li> </ul>
Engagement in the Federal Election	<p>All Candidate Meetings provide a civic engagement opportunity that builds awareness of the election, the electoral process and engages the community in the discussion of ideas that are important to the community. During the 2021 Federal Election, the Library hosted Candidate Q&amp;A sessions for the Markham Thornhill Riding and the Markham-Stouffville Riding. The meetings were held on the Zoom platform and streamed live to the Library's Facebook page. The community was invited to submit questions in advance of the meeting and were also able to pose questions during the meeting. All questions including those that were unable to be addressed during the meeting due to time constraints, were provided to the candidates. Candidate responses were then posted on the Library's website after the meetings. Other website content included information about where and how to vote.</p> <ul style="list-style-type: none"> <li>• 110 people attended the Candidate Q&amp;A meetings on the zoom platform. An additional 709 people viewed via Facebook either live or watching the recording.</li> </ul>
Bookmark Contest	<p>In celebration of Canadian Public Library Month and Ontario Public Library Week, MPL hosted a Bookmark Contest for children and teens. The Library received over 400 submissions with winning designs in each age category printed and distributed in branches. As well, the winning designs were printed on frame banners in preparation for a rotating display in the branches.</p>
MPL 50 <sup>th</sup> Anniversary	<p>2021 marked the 50<sup>th</sup> anniversary of Markham Public Library. Although a challenging year for celebration, MPL marked the milestone with a 50<sup>th</sup> anniversary logo, and two new major initiatives: fine free program for children and teens and the eCard which allowed users to register for a library card online to access MPL's digital resources. A virtual photo gallery captured moments in MPL's history and the community was invited to leave birthday wishes on an eBirthday card.</p> <ul style="list-style-type: none"> <li>• <i>"Wonderful to see the library transition to the high tech facility it is today. From index cards to e library cards. The facility and awesome staff have helped my kids blossom by providing many activities and books over the years! I hope all staff are okay during the difficult time of COVID. Thanks for all of your hard work for the community!"</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>I feel like we're family. We've supported each other for a long time. During this crazy time it's even more important we do. Keep doing your thing - being present in your community. Happy Birthday MPL!!!"</i></li> <li>• <i>"Happy Birthday MPL! I've known you since I was first learning how to read and write and you certainly helped me with both of those skills into my adulthood. You've always been there when I needed help on researching for school projects or just finding the next best book/movie/music to preoccupy my free time. Enjoy your cake! Keep up the good work. See you soon"</i></li> </ul>
<p>Economic Development</p>	<p>Throughout the pandemic, the Library has supported the employment needs of the community with workshops to build resume and interview skills, and access community and Library resources. Other in demand workshops during the pandemic have included budgeting and managing financial investments. Programs also provided insights into different career fields, discussed various legal aspects and marketing tactics for new entrepreneurs and provided guidance on virtual networking and job seeking.</p> <p>The Urban Library Council recognized MPL's efforts to support local entrepreneurs through the Shop Local initiative and invited staff to write an article to be included as a resource on the ULC website and shared with member libraries.</p> <ul style="list-style-type: none"> <li>• the library offered 122 business-related programs with more than 3,000 participants.</li> </ul>
<p>Community Connection</p>	<p>The Library offered programs designed to connect people with each other and share ideas.</p> <ul style="list-style-type: none"> <li>• Trivia nights bring together teams or individuals to put their trivia knowledge to the test while competing for small prizes. The evening includes many discussions about popular culture and current events. Family trivia programs turn family game night into a fun-filled friendly competition with others.</li> <li>• Seniors enjoyed opportunities to socialize online with virtual games and cooking demonstrations</li> <li>• Community members had opportunities to participate in discussions about current issues and topics relevant to the community. The Library offered facilitated discussions about race, hate crimes and the BIPOC experience as well as providing a safe space for LGBTQ+ discussion and discussions about gender-based violence,</li> <li>• During a time of grief for the Indigenous community there were several people from the community who gave generously of their time to provide learning opportunities and answer questions about Truth and Reconciliation and Indigenous experiences. All Markham Reads programs this year were facilitated by Indigenous peoples and focused on honouring Indigenous history, culture and traditions.</li> </ul> <p>The Library uses a number of communication channels to raise awareness, share the MPL story, engage the community and start conversations.</p> <ul style="list-style-type: none"> <li>• Weekly eNewsletters ensured the community remained informed about the evolving library service model during the pandemic as well as providing updates about new service offerings, collections and</li> </ul>

	<p>upcoming library programs. In 2021 library staff introduced several new eNewsletters targeted to the business community, newcomers, teachers as well as one related to health and wellness.</p> <ul style="list-style-type: none"> <li>• The Library’s social media channels continued to see growth in followers and engagement while targeted advertising through social media helped grow community connection to the Library. In 2021 staff began engaging the community through TikTok, creating humorous short videos to promote the reopening of the library and library collections.</li> </ul>
<p>Outdoor Programs</p>	<p>With restrictions on physical gathering, MPL was unable to offer in-branch programs. Instead the Library offered safe outdoor programming that provided opportunities to learn, socialize and have fun. These programs included scavenger hunts, book walks, storytimes (including multilingual storytimes), STEAM programs and cycling programs.</p>

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director, Strategy & Planning

DATE OF MEETING: January 24, 2022

SUBJECT: **Strategic Plan Update**

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### **RECOMMENDATION:**

**That the report “Strategic Plan Update” be received.**

### **BACKGROUND:**

The purpose of this Report is to update the Board regarding the status of MPL’s 2021 Strategic Work Plan.

#### **Context:**

#### **Modified Step 2 of the Roadmap to Reopen**

On January 3, 2022, the Government of Ontario announced the reintroduction of additional public health measures, moving the Province back to Modified Step 2 of the Roadmap to Reopen due to the rapid increase in COVID-19 cases and impacts on our hospitals.

In response, the City has implemented the temporary closures of community centres, the museum, the art gallery and the theatre. Four libraries – the Aaniin Library and our standalone Library locations (Markham Village, Thornhill Village and Unionville) – will remain open at reduced capacity (50%). The provincial Modified Stage 2 restrictions will be in place until at least January 26, 2022.

The Omicron variant has disrupted the more hopeful trend during Q4 2021 toward a post-COVID “normal”, with a resumption of those habits and experiences (dining out, theatres and concerts, social gatherings) once taken for granted as central to quality of life. The resumption of lockdowns and closures has xxx the brief period of relief and excitement of late 2022.

This has once again reshaped our operating landscape, and introduced great uncertainty about our work plan for 2022. Resilience and adaptation will again be the order of the day.

#### **Trends for 2022**

Early in 2022, it appears that the only certainty is uncertainty, and that a complex operating environment will be the norm for 2022. However, there are several emerging trends that we believe will influence and give shape to our plans and priorities.

##### **1. A Generation of Young People is in Crisis**

- School closings and the pivot to online learning during the COVID-19 pandemic are having a detrimental effect on students and families.<sup>1</sup>
- Global evidence shows that school closures are associated with substantial mental health and educational attainment harms. These risks are cumulative and are disproportionately experienced among families from marginalized groups. International evidence and emerging local evidence suggests that school closures impact academic achievement and lead to learning losses for children.

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<sup>1</sup> See Education Trends in 3.0.

## AGENDA 6.2

- **For MPL, this presents a challenge and opportunity to focus our resources on supporting schoolchildren and their families in recovery of learning and literacy levels.**
2. **The Risks of Social Isolation<sup>2</sup>**
- The social isolation experienced by many during the pandemic is profoundly damaging for all ages. Research shows us that loneliness is on the rise and that lack of real-life human connection can be more harmful to your health than obesity, smoking and high blood pressure.
  - Feeling socially connected, especially in an increasingly isolated world, is more important than ever. Public spaces, including libraries, have a pivotal role to play in fostering human connection of all kinds.
  - **For MPL, this heightens the urgency of re-opening all branches to healthy socio-economic mixing and social interaction.**
  - **It also poses the challenge of optimizing the balance between our digital and analog<sup>3</sup> services worlds.**
3. **Future of Work**
- In the post-Covid world, the future of work may be fundamentally different.
  - During the pandemic, many workers have discovered they were as productive and happier working at home and could no longer justify a lengthy commute.
  - However, front-line workers (many in low-status, poorly paid jobs) have found themselves questioning whether their jobs were worth it. This has resulted in workforce shortages in the restaurant and retail industries. Post-COVID, not everyone will be willing to return to the old normal.
  - **For MPL and other public service organizations, this presents a challenge in terms of how we can offer the right combination of conditions, benefits and flexibility, including remote and hybrid work arrangements, for staff able to work from home (WFH). There may also be challenges in terms of managing the relationship between WFH staff and frontline service staff needed to work in the branches.**
4. **Rising Inequity**
- The pandemic has revealed and exacerbated many economic and racial inequities. As noted above, WFH office workers have fared better in many respects than frontline workers, who have been potentially exposed to higher rates of infection. As the Financial Times put it: “We’re in the same storm but not the same boat.”
  - **For MPL and the City, this highlights the importance of the Diversity and Inclusion Update project.**

### Strategic Plan Review

The table below records the status of our 2021 Work Plan and our proposed Work Plan for 2022. It also includes the actions and initiatives set out in our 2022 corporate Business Plan,<sup>4</sup> as developed pursuant to the corporate strategic plan, Building Markham’s Future Together (BMFT).

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
<b>GOAL 1: Reading to Transform</b> We are the reading organization, celebrating reading, and its power to transform lives and engage residents in building an inclusive, livable, caring and culturally vibrant community. We engage			

<sup>2</sup> See Trends in Social Spaces in 3.0.

<sup>3</sup> Analog is the physical world in which we interact with people and other tangible aspects of life.

<sup>4</sup> See Appendix to Report 10.1

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
<p>individuals and families in transformative reading experiences. The Library promotes reading as a means to literacy, critical thinking, creativity, and empathy.</p>			
<p>Objective 1.1 Leverage our unique reading-related assets (collections, expertise, services and programs) to <b>engage families</b> with the Library’s literacy programs, collections and services in both digital and in-person formats.</p>	<p>Implement Content Strategy initiatives regarding family literacy</p>	<ul style="list-style-type: none"> <li>Launched a <b>new and improved Kids page</b> on our website. Includes resources that support virtual curriculum (worksheets, virtual children's info desk, blog posts, reading lists).</li> <li>Continued <b>UX improvements</b> to website to promote engagement with collections (e.g. suggested reading lists are more prominent, increased blog posts and staff pick lists).</li> <li>Implemented monthly <b>Reader’s Advisory newsletter</b> including suggested picks for children and families</li> </ul>	<ul style="list-style-type: none"> <li>Improve <b>findability</b> of and access to children’s special collections to support parents in finding relevant material for their families’ needs. To include the Overdrive Kids search menu and appropriate labelling</li> </ul>
	<p>Introduce digital tools to support digital early literacy skills for pre-schoolers.</p>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Launched <b>Launchpad tablets</b> for pre-schoolers to develop early literacy skills.</li> </ul>	
	<p>Refresh family literacy spaces in all branches.</p>	<p>Will be included in branch space use study.</p>	<p>Timing of branch space use study is dependent on branch re-openings.</p>
<p>Objective 1.2 Promote Library content that supports <b>formal and informal learning</b> opportunities for lifelong learners, as well as the academic success of students.</p>	<p>Expand MPL’s offering of non-traditional collections to support different learning styles.</p>	<p>Completed launch of <b>Ontario Park passes</b> to enable residents to access outdoor park experiences.</p>	<p>Expand lendable collection of <b>Digital Media Lab (DML) equipment</b>, coinciding with the launch of the DMLs at Markham Village and Cornell.</p>
	<p>Launch online resources to provide learners with 24x7 access to reading resources</p>	<ul style="list-style-type: none"> <li>Expanded digital library content, which included new products such as <b>Kanopy</b>, an online streaming service, and the <b>Morningstar</b></li> </ul>	<p>Launch new eLearning platform <b>Udemy</b>, offering access to self-paced, on-demand video courses for the most in-demand skills</p>



## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
	and academic support.	<b>Investment Research Centre.</b> <ul style="list-style-type: none"> <li>Promoted our <b>BrainFuse</b> resource, which provides live virtual tutoring for students in JK to Grade 12, along with resources to assist college and university students as well.</li> </ul>	across business, technology, design, and personal interest.
	Deliver resources that support skill development for workplace skill upgrades and workforce re-entry.	Deferred.	See Udemy above as one new digital resource that supports this.
Objective 1.3 <b>Reduce barriers</b> to membership and Library use.	Launch fine-free access for youth.	Eliminated overdue fines for all children and teens through launch of <b>fine free cards for youth.</b> Lowers barriers to library use for marginalized and lower-income customers and improves overall community access.	Evaluate fine-free pilot, and develop recommendations for next steps. May be deferred to 2023, due to potential continuing service restrictions during 2022.
	Launch online library card registration.	Completed launch of Library <b>eCards</b> to enable home access to the Library's digital resources (eBooks, research databases, streaming music and movies, magazines and newspapers, etc.), and support needs of homebound seniors and other residents during the pandemic	Continue to promote eCards.
	Introduce mobile library solutions to under-served and hard-to-reach residents.	Business case for mobile library in development.	Ongoing
Objective 1.4 Provide resources in a range of formats	Complete Inclusion Audit for MPL's collections (multi-year project)	Completed audit for Baby and Books program. Audit for Family Storytime collections in progress.	<ul style="list-style-type: none"> <li>Complete Audit for Family Storytime collections.</li> </ul>

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
and languages to ensure collections are <b>balanced, inclusive and accessible.</b>		.	<ul style="list-style-type: none"> <li>• Conduct Diversity Audit of both digital and print collections.</li> <li>• Update Indigenous Subject Headings to reflect current best practice.</li> <li>• Complete diversity audit of all staff program collections.</li> </ul>
	Expand collections to support functional literacy development.	Deferred to 2022.	Expand and increase visibility of MPL's Hi-Lo collection, focusing on developing functional literacy.
	Develop a curated Black Heritage collection to support community interest in Black Lives Matter and the City's Diversity and Inclusion Plan.	Deferred to 2022	Working with partners in the community, review, update, and relaunch the Black History/Heritage collection at Milliken Mills.
	Expand lending collections, accessibility tools and inclusive content for those with print and other disabilities.	Completed, with a community partner, the summer <b>bike lending</b> program, including the addition of children's bikes and eBikes.	<ul style="list-style-type: none"> <li>• Expand our collections that support individuals on the autism spectrum and their families or caregivers.</li> <li>• Pilot a collection for older adults dealing with dementia.</li> </ul>
Objective 1.5 Promote the <b>value of reading for pleasure</b> as something that supports strong educational outcomes, increased empathy, improved relationships	Launch services and content to support wellness and cognitive health through reading fiction.	Promoted the benefits of reading to mitigate social isolation and support community mental health through content promotion and reading programs, such as virtual book clubs and the Bibliotherapy / Book Healing initiative	Ongoing.
	Develop public awareness campaign to promote the	Website includes increased blog postings and staff picks lists related to reading for pleasure and its benefits.	Ongoing.

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
<p>with others, better mental health and overall wellbeing.</p>	<p>benefits of reading for pleasure.</p>		
	<p>Expand events and programs that celebrate literature, storytelling, reading and book culture.</p>	<ul style="list-style-type: none"> <li>• Participated in the OLA <b>Forest of Reading</b> Program in the school age categories with virtual author visits and book discussion meetups.</li> <li>• Started creating <b>Instagram</b> reels and launched MPL’s presence on <b>TikTok</b> to promote reading and collections.</li> <li>• Launched <b>Your Next Reads</b> in Oct., a monthly eNewsletter to promote collections for a variety of interests and demographics</li> <li>• Participated in <b>OnePage</b> (a virtual literary series featuring online author visits).</li> <li>• Completed the 2021 <b>Markham Reads</b> program, featuring <i>Firekeeper’s Daughter</i> by Angeline Boulley.</li> </ul>	<p>Transition to hybrid delivery of reading programs (virtual and branch). Timing dependent on Covid trends.</p>
		<p><b>Virtual Programming Project</b> with Richmond Hill, Vaughan, Ajax and Pickering- developing best practices for virtual reading program for children.</p> <ul style="list-style-type: none"> <li>• Developed a shared, virtual programming series featuring visits from popular children’s authors</li> <li>• Resulted in participation by 17 Durham and York Region libraries developing a series of author visits by popular children’s writers.</li> </ul>	<p>Transition to hybrid delivery of reading programs (virtual and branch). Timing dependent on Covid trends.</p>
		<ul style="list-style-type: none"> <li>• Completed the fully virtual <b>2021 TD Summer Reading</b></li> </ul>	<p>Transition to hybrid delivery of Summer Reading</p>

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
		<p><b>Club</b>, including an author event series, developed in collaboration with 16 other York Region and Durham libraries.</p> <ul style="list-style-type: none"> <li>Collaborated with 5 GTA library systems to develop the 2021 summer reading program that brought high <b>quality children's authors</b> to the libraries virtually, promoted children's reading, and bolstered reading literacy levels</li> </ul>	<p>programs (virtual and branch). Timing dependent on Covid trends.</p>
<p><b>Goal 2: Limitless Learning</b></p> <p>The Library <b>complements formal education</b> and extends learning beyond the academic experience.</p> <p>The Library <b>facilitates curiosity, self-directed learning and personal growth through all stages of life.</b></p> <p>We concentrate on <b>readying children for school</b>, providing opportunities for <b>individual development</b>, preparing people for <b>employment and citizenship</b>, and helping people build <b>skills they need for the digital environment.</b></p> <p>We grow a community of learners through <b>all phases and stages of life.</b></p>			
<p>Objective 2.1 Provide tools and resources that support <b>individual learning goals</b> throughout every stage of life.</p>	<p>Expand online learning resources and skill development programs</p>	<p>TBD</p>	<p>See above re Udemy.</p> <p>Launch <i>Morningstar Investment Research Centre</i> database to support customers' financial literacy needs.</p>
	<p>Provide spaces and open hours that support needs of students and entrepreneurs of all ages.</p>	<p>Delayed due to closure; will be reviewed as part of space use study.</p>	<p>Launch of membership-based Business Hub for local entrepreneurs at Aaniin.</p>
	<p>Support experiential learning, creativity</p>	<p><b>On hold</b> pending branch re-opening and safe launch conditions:</p>	<ul style="list-style-type: none"> <li>Develop website content for makerspaces that supports the in-</li> </ul>

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
	and experimentation through the expansion of MPL's makerspaces and STEAM resources.	<ul style="list-style-type: none"> <li>• Implementation of a new Digital Media Lab (DML) at the Angus Glen Branch.</li> <li>• Library Makerspace: Music Creation and Musical Instruments Lending at Markham Village Branch</li> </ul>	branch experience and learning. <ul style="list-style-type: none"> <li>• Launch programming to support music creation and instrument lending at MV.</li> </ul>
Objective 2.2 Deliver a multi-faceted, inclusive and equitable lifelong learning strategy to <b>address barriers to success in formal education.</b>	Partner with organizations to provide learning supports and resources that address gaps in formal education.	TBD	Contingent on timing of branch re-opening.
	Provide remedial support for reading, math and sciences.	Introduced <b>Extra English Help and Extra Math Help</b> virtual programs supporting Ont. Grades 1 to 3 curriculum.	Launch revised remedial reading programs (e.g. Reading Buddies).
	Provide services that support students and parents in distance learning, online learning and home-schooling.	<ul style="list-style-type: none"> <li>• Launched the <b>“Learning at Home”</b> series of blog posts to support elementary students continued learning. These posts explore topics related to the Ontario curriculum and are designed to spark curiosity, learning and fun.</li> <li>• Supported City of Markham Departmental community education objectives (e.g. Learning at Home posts on <b>waste management, water conservation, energy conservation</b>).</li> </ul>	Expand collection of textbooks and test preparation resources (both digital and print) for students of all ages where appropriate.
		Launched <b>remedial remote children learning</b> opportunities for Grades 1 to 5 on the library's children's webpage and provided curriculum-focused resources and activities on high-needs areas to support online education during school closures.	Ongoing.

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
		<p>Ran summer outdoor STEAM programs, featuring demonstrations with a take home activity.</p> <p>Fall: Through a community partner will offer an outdoor Cantonese Storytime to pre-schoolers.</p>	Ongoing.
		<p>Offered a program on Digital Media Smarts and Online Safety for children, content which complements the media literacy curriculum at school.</p>	Ongoing.
		<p>In partnership with Community Family Services of Ontario, offered a Returning to School Safely program in Mandarin. Included representatives from local school boards and provided information to participants about what to expect when students return to in-class learning.</p>	Ongoing.
		<p>Offered programs about children and anxiety with a focus on anxiety related to online learning and more recently to the anxiety faced by both parents and children about returning to school.</p>	Ongoing.
<p>Objective 2.3 Provide Markham residents and entrepreneurs with skills and literacies to build their confidence and resiliency to participate fully in the <b>economy, including the local job market.</b></p>	<p>Expand services and content to support individuals developing employment skills, retraining and accreditation.</p>	<p>Planned re-opening of business hub at Aaniin.</p>	<p>Re-opening of business hub contingent on Covid trends.</p>
	<p>Implement networking and mentorship opportunities for new local entrepreneurs.</p>	<p>TBD</p>	<p>Participate on Economic Development Strategy project team with departmental focus on supporting:</p>

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
			<ul style="list-style-type: none"> <li>Implementation of workplace skills and digital training and programs. Expand digital resources and platforms for in-demand business and tech skills, and financial literacy.</li> <li>Provision of public space and equipment to support entry-level entrepreneurship, innovation and start-ups</li> <li>Support economic development work on COVID recovery.</li> </ul> BMFT
Objective 2.4 Equip community members with <b>digital literacy skills</b> to enable them to learn, connect, engage and work online.	Implement Digital Literacy Strategy supporting the Digital Markham plan.	<ul style="list-style-type: none"> <li>Completed refresh of the Digital Literacy Strategy.</li> <li>Launched Curbside 3D Printing service.</li> </ul>	Continue to implement the refreshed Digital Literacy Strategy.
	Expand virtual branch including instructional support and resources.	<ul style="list-style-type: none"> <li>Refocused AskMPL on reference and instructional service, increasing 1:1 support for research.</li> <li>Transitioned askMPL chat service to Business As Usual information service following reopening of branches</li> </ul>	
<p><b>Goal 3: Community Social Cohesion</b>            Markham is economically and socially connected. People in all circumstances and at all stages of their lives benefit from the information, ideas, relationships and resources shared at the library. People <b>contribute</b> to their local government and to their community because they know that they are respected and that their City thrives on everyone’s rich diversity, equity, opportunity and digital readiness. We <b>close the digital divide and build social cohesion</b>. Markham is the <b>best place to live, invest, and work</b>.</p>			
Objective 3.1 Achieve an <b>inclusive, equitable and accessible</b>	Implement MPL’s Inclusion Strategy	All active MPL staff have completed anti-black racism training. Staff training content through MPLEdu is being expanded, including the	<ul style="list-style-type: none"> <li>Continue to participate on the update of the Diversity Action Plan (BMFT Action 2.2.4)</li> </ul>

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
<p>workplace and library service through a policy and procedures review and through engagement with the City's Diversity and Inclusivity Action Plan Update.</p>		<p>implementation of the Inclusive Language Guide.</p>	<ul style="list-style-type: none"> <li>• Support the implementation of the City's strategy to combat anti-Black racism, including e-learning rollout to all staff (BMFT Action 2.2.4)</li> <li>• Develop curated collections and programs to focus on underserved population segments, e.g. Anti-Black Racism, Indigenous issues, individuals on the autism spectrum, older adults dealing with dementia</li> <li>• Complete diversity audit of online and print Collections</li> <li>• Support the building and strengthening of strategic community partnerships that support diversity and inclusion (BMFT Action 2.2.4)</li> </ul>
	<p>Update MPL's Older Adult Strategy</p>	<p>Customer Service to Older Adults training in development; assessing recommendations for pre-open hours for older adults as part of MPL's recovery planning.</p>	<ul style="list-style-type: none"> <li>• See above for collection supporting older adults with dementia.</li> <li>• Implement activities of the 7 Generation Markham project in collaboration with community partners</li> </ul>
	<p>Contribute to the development of the City of Markham's Diversity Action Plan and implement the recommendations.</p>	<p>Projected launched in June 2021, with completion by April 2022.</p>	<p>Launch community conversation series related to DEI</p>



## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
Objective 3.2 Leverage partnerships and the knowledge and expertise of local organizations to deliver social capital initiatives and <b>contribute to the community's social well-being.</b>	Implement Community Development Strategy and Partnership Development Toolkit.	TBD	Activate outreach strategy with focus on technology, digital and traditional literacies.
	Curate and integrate priority community and government services into the Integrated Library System (ILS).	Needs analysis and resource gathering in progress.	Deferred to 2023.
	Update and implement programming strategy	TBD	Dependent on timing of branch re-opening.
Objective 3.3 <b>Reduce social isolation</b> and bridge social divides by providing physical and virtual spaces that instil a sense of welcome and belonging for all community members	Refresh Outreach Strategy to engage underserved communities	TBD	Dependent on timing of branch re-opening.
	Implement Space Use plan to improve branch space allocations to address emerging community needs	Developed research plan to assess customer needs. Completed revised Study Room policy.	Implement revised Study Room Policy.
	Plan new library facilities and renovations of existing spaces.	Milliken Mills Library Renovation (to create a new sorter room and universal washroom): Completed design and RFP for a General Contractor.	Milliken Lobby Project – construction and installation of sorter.
Objective 3.4 Enhance knowledge of the community through <b>data and research</b> , and	Complete the development of Neighbourhood Profiles for service planning	In progress, working in collaboration with Environics to establish data requirements for these reports.	Ongoing.

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
facilitation of <b>community engagement initiatives.</b>			
	Implement Business Intelligence Framework to expand community research, outcome measurement, data collection, and reporting capabilities.	Many data collection processes have been automated through Data Studio; new quarterly reporting template has been implemented; Currently focusing on expanding use of outcome measurements	Continue focus on outcome measurements.
Objective 3.5 <b>Champion civic discourse</b> to advance social cohesion and broaden community understanding of global and local issues.	Facilitate in person and virtual conversations on topics that are relevant to community and civic priorities.	Senior Care v2 calling senior and homebound customers to provide information about COVID vaccine opportunities and resources for booking appts and transportation to clinics	Ongoing.
	Combat misinformation through information agency and media literacy initiatives.	Currently supporting the vaccination campaign by connecting eligible individuals with reliable public health information and assisting with vaccine booking.	Ongoing.
	Support the municipality's digital democracy priorities by facilitating access to online voting and candidate information.	Federal Election: Supported the community in make informed choices through a series of initiatives, including the Get Ready To Vote information page and Candidates Q&A sessions.	Engage the community in the electoral process in both municipal and provincial elections.
3.6 Address the <b>digital divide</b> by providing equitable access to technology and resources for	Launch equipment and connectivity lending initiatives.	Not Started	Investigate grant opportunities.
	Expand instruction on utilizing foundational digital tools.	Through askMPL, promoting and supporting use of MPL's online courses including tools such as NicheAcademy with course on	See above for Udemy.

## AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	2021 ACTIONS/INITIATIVES	STATUS (YEAR-END 2021)	WORK PLAN 2022
success in the digital world.		using web based-video conferencing tools. Development of instructional videos for use of library digital resources and makerspaces underway.	
	Improve MPL's IT infrastructure, public computing and other library technologies.	TBD	<ul style="list-style-type: none"> <li>• Improve MPL's public computing infrastructure including both hardware and software (i.e. PACs, printers, coin-ops, mobile printing, print and PAC management software, etc.).</li> <li>• Expand DML and Makerspaces to Markham Village and Cornell branches. Also transition to a Windows based environment instead of MAC for better support.</li> <li>• Adding Sorter to Milliken Mills, replacing and updating Sorter at Thornhill Community branch, and replacing and updating Self Check machines at Thornhill Community and Unionville branches.</li> <li>• ILS (Symphony) upgrade enhancing our capacity to manage workflows.</li> </ul>

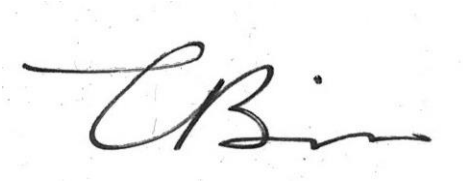
### Corporate Strategic Projects

In alignment with corporate priorities and as a team player with the City, staff are also supporting several corporate strategic projects undertaken pursuant to our 2021 Business Plan, which is structured around the four Goals of Building Markham's Future Together (BMFT). These include:

## AGENDA 6.2

ACTION	DESCRIPTION	STATUS YEAR-END 2021	WORK PLAN 2022
<b>Implement new technology to enhance business operations</b>	Continue to participate on project teams that advance implementation of Program Registration, Facility Booking software system – Perfect Mind. (BMFT Action 1.2.1)	Launch of Perfect Mind is projected for 2022.	Continue to participate on project teams that advance implementation of Program Registration, Facility Booking software system. (BMFT Action 1.2.1). Launch Perfect Mind in August 2022 (projected).
<b>Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation, Culture and Libraries</b>	Continue to participate in all Growth Management projects. (BMFT Action 3.2.4)	Ongoing. Consulted on Markham Centre Secondary Plan Update. Worked with Planning to apply ILMP provision standards to Langstaff MZO.	Ongoing.
<b>Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation, Culture and Libraries</b>			Lead the implementation and monitoring of the multi-year ILMP, including regular reporting on progress (BMFT Action 3.2.4) and complete 2021 year-end progress report.
<b>Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation, Culture and Libraries</b>			Support the approved Recreation-led project to determine the provision of Indoor Community Space in Intensification Areas, including an evaluation process for partnerships and business opportunities.
<b>Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation, Culture and Libraries</b>	Develop evaluation process for partnerships and business opportunities. (BMFT Action 4.2.1) Will implement ILMP recommendation #127.	Project deferred to 2022, due to COVID-related staff shortages.	Implement the evaluation process project through Recreation’s project above re provision of Indoor Space in Intensification Areas.
<b>Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation,</b>	Markham Centre Library		Continue to advance the Markham Centre Civic Square, collaborating with Culture, and the Living Lab Library Project through the Leveraging Technology Committee.

<b>ACTION</b>	<b>DESCRIPTION</b>	<b>STATUS YEAR-END 2021</b>	<b>WORK PLAN 2022</b>
<b>Culture and Libraries</b>			
<b>Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation, Culture and Libraries</b>	Develop Furniture Standard		Complete Furniture Standard Project to support future furniture procurement for BMFT 3.2 “outstanding community amenities”.
<b>Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation, Culture and Libraries</b>	Work with Finance Dept. to update the Library section of the DC Background Study. (See detailed description in 3.0.)	Completed updates of our inventory lists of library capital assets from 2017 to 2020 - Library Materials (including digital materials) and F&E.	Subject to Council approval of DC Background Study, inform Board re ILMP implications for future capital projects.
<b>Support BMFT Objective 3.4: Protect and enhance our natural environment and built form.</b>			Develop Trail Hub Project and leverage branch assets to promote the Rouge Valley Trail System, including programming and activities.
<b>Support BMFT Objective 4.2.2 Advance detailed service planning for continuous improvement</b>			Advance service planning and continuous improvement through by documenting and evaluating service innovations made in response to changes, including COVID-19.



Catherine Biss  
 CEO & Secretary-Treasurer

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Diane Macklin, Director, Community Engagement  
DATE OF MEETING: January 24, 2022  
SUBJECT: **February and March 2022 Library Programs**

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**RECOMMENDATION:**


**That the report “February and March 2022 Library Programs” be received.**

**BACKGROUND:**

Board member attendance at Library and community events has several positive benefits. The Public Library Act directs library boards to provide library services that reflect the unique needs of their community. Attending community events as a member of the Board enriches Board understanding of the diversity of interests of the community, gives community members opportunities to interact with the Board, and shows Library support for community initiatives. We look forward to the time when this interaction will be possible once more.

Due to the quickly changing nature of programming at this time, notice of upcoming programs will be provided to the Board on a more frequent basis, either in a Board package or by e-mail.

Contact [mplcommunitylibrarians@markham.library.on.ca](mailto:mplcommunitylibrarians@markham.library.on.ca) for assistance in registering for a program or using the various platforms. Unless otherwise indicated all programs are offered free of charge.



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Catherine Biss  
CEO & Secretary-Treasurer

Attachments: Appendix “A” February and March 2022 Library Programs

LIBRARY PROGRAMS  
February & March 2022



## FEBRUARY AND MARCH 2022 LIBRARY PROGRAMS

Markham Public Library provides virtual programs for a variety of ages and interests. Working with our community partners we offer an engaging line up of programs from business to wellness, preschooler to seniors. See our current list of programs below or visit our website at [markhampubliclibrary.ca](http://markhampubliclibrary.ca) (click on [What's On](#)) to see our most up-to-date offerings. Email [mplcommunityibrarians@markham.library.on.ca](mailto:mplcommunityibrarians@markham.library.on.ca) for more information about these programs or to register.

### Black History Month

#### **York University: Scholar's Hub (Dancin' Feet: Harlem and basketball in the 1920-30s)**

Join us in a talk about The New York Renaissance basketball team, an all-Black professional team, emerged within the social and cultural movement known as the Harlem Renaissance. Playing basketball during the epicenter of Black entertainment, this talk highlights a history of Black basketball players who used their bodies to orient themselves toward freedom and secure a cultural legacy.

Wednesday, February 2

12:00 PM

#### **Black Excellence in STEM Careers and Research**

Margaret Ikape, PhD candidate at University of Toronto, shares her passion for Science, her journey, and research interests in the fields of Astronomy and Astrophysics.

Monday, February 7

7:00 PM

#### **Black History Month Movie Club: Miss Juneteenth**

Much like a book club, movie club will meet to discuss *Miss Juneteenth*, which is the story of a former beauty queen and single mom preparing her rebellious teenage daughter for the "Miss Juneteenth" pageant. You can access *Miss Juneteenth* now through Kanopy!

Thursday, February 10

7:00 PM

#### **Spoken Word Workshop: New Kid by Jerry Craft (Age 9-12)**

In recognition of Freedom to Read Week and Black History Month, VIBE Arts and Markham Public Library present a 2-day virtual spoken word workshop for youth ages 9 to 12. Led by a VIBE Arts facilitator, participants will explore the themes within a challenged book, and use elements of poetry and spoken word to express their literary freedom. The title we will be discussing is *New Kid* by Jerry Craft with themes around stereotyping and discrimination.

Thursday, February 24 and Friday, February 25 4:30 PM

#### **Spoken Word Workshop: The Hate U Give (Age 13-18)**

In recognition of Freedom to Read Week and Black History Month, VIBE Arts and Markham Public Library present a 2-day virtual spoken word workshop for youth ages 13 to 18. Participants will explore the themes within a challenged book, and use elements of poetry and spoken word to express their literary freedom. The title we will be discussing is *The Hate*

LIBRARY PROGRAMS  
February & March 2022



*U Give* by Angie Thomas, a book with themes around race, identity and police brutality.  
Thursday, February 24 and Friday, February 25 6:00 PM

## Education & Lifelong Learning

### Discover Seneca

Thinking of applying to Seneca? Join us for an information session to explore program options, admission requirements, the application process, and services at Seneca.

Monday, February 7 4:30 PM

### How to Apply (Seneca College)

Join us as we help guide you through the Canadian application process. We'll be highlighting some of the great reasons to study at Seneca including exploring program options, entrance requirements, steps to apply, financial aid options, services and supports that are available

Wednesday, February 9 4:30 PM

### Seneca-York University Academic Pathways

Did you know that there are different programs at Seneca that can pathway to a program at York University? Learn about Seneca to York Pathways, Admission Requirements, Transfer Credit Process, and Support Services.

Wednesday, February 16 6:00 PM

### Tips and Strategies to Fast Track Your Ontario Secondary School Diploma (OSSD)

Are you interested in learning more tips and strategies to achieve the Ontario Secondary School Diploma (OSSD)? In this workshop you will learn how to fast track your OSSD.

Wednesday, February 23 12:00 PM

Wednesday, March 30 6:00 PM

### Top Ranked US Universities: To Apply or Not to Apply?

Ivy League and other top-ranked US universities are sought-after by high school students around the world, but the application process for these schools can also seem confusing. Find out more about the application and selection process for Canadians.

Thursday, March 3 7:00 PM

### Discover Graduate Certificates

Are you looking for a short program that will provide a more career-focused education and industry experience? If you have a previous post-secondary diploma or degree, join us to learn how you can earn a graduate certificate and have the necessary skills in just one year.

Monday, March 7 7:00 PM

### Paying for Your Studies

Thinking about your financial aid options? This session will explore a variety of ways to pay for your studies including scholarships, bursaries and government financial assistance such as OSAP.

Wednesday, March 9 4:30 PM



LIBRARY PROGRAMS  
February & March 2022



### **Applying as an Adult Student**

Do you consider yourself an "adult learner" or "mature student"? Do you have some life experience before coming to Seneca? Whether you're a mature student, internationally educated or an adult learner, this session is for you. We'll explore a variety of topics from types of adult learners to credential assessments.

Monday, March 21 7:00 PM

### **Help Your Child learn the Ontario Curriculum (Kindergarten - Grade 3)**

Are you wondering about how to support your children in school? Or, are you interested in learning more about the Ontario Curriculum for Kindergarten to Grade 3? If so, please join us in this workshop to further learn how to navigate the Ontario Curriculum and use Bloom's Taxonomy with stories to help your child develop cognitive skills.

Wednesday, March 23 6:30 PM

### **Health Science Programs at Seneca**

Are you interested in learning about how our programs prepare you for a successful career in the health care industry? We will also discuss upgrading options and courses to meet the eligibility requirements for admissions.

Monday, March 28 7:00 PM

### **Canada Pension and Old Age Security**

Join us for an information session on Canada Pension Plan (CPP) Retirement and Disability Benefits, as well as the Old Age Security Program.

Wednesday, February 23 12:00 PM

### **Dual Credit**

Have you thought about what it means to take a dual credit? This allows high school and mature students to take college or apprenticeship courses that count towards both their Ontario Secondary School Diploma (OSSD) and their post-secondary education. Learn about the benefits of taking a Dual Credit course at Seneca.

Monday, February 28 4:30 PM

### **Recycling 101: What Goes Where?**

Did you know that proper Blue Box recycling can save you money? Or that single-use furnace filters go in your clear bag garbage? What about your next stay-home movie night – did you know microwave popcorn bags and pizza boxes go in your Green Bin? Join us for a series of learning workshops that highlight the City of Markham's curbside collection and other innovative, environmental strategies that will help you Recycle Right, Recycle More!

Wednesday February 16, March 2, 16 6:30 PM

### **Know Your Employment Rights**

Do you know your rights as an employee? This presentation will discuss the minimum employment standards for Ontario Workers as provided by the Employment Standards Act.

Thursday, March 3 6:00 PM

LIBRARY PROGRAMS  
February & March 2022



### Service Canada Overview

Join us to learn about the different programs and services available at Service Canada and how you can access them.

Wednesday, March 16 12:00 PM

## Home & Family

### Healthy Relationships

Join us for a three-part series to understand the difference between healthy and unhealthy relationships. You will learn what is abuse, what power and control look like, and the barriers to leaving unhealthy relationships. You will also learn how to identify abuse, how to get help, and what to do if you suspect that you or someone you know is being abused.

Wednesday, February 23 6:00 PM

Thursday, March 10 6:00 PM

### Family Trivia Night

Join us for a fun and educational trivia night! The whole family can join and answer questions together.

Saturday, February 26 7:30 PM

## Wellness

### Chair Yoga

In this class, led by a recent grad from Markham Yoga, participants will learn gentle and dynamic exercises and stretches for balance while seated and supported in a chair.

Every Tuesday Feb 1 to March 29 7:00PM

### Meditate & Melt the Stress Away

Join us every Wednesday for a guided virtual meditation workshop led by an instructor from Markham Yoga.

Every Wednesday Feb 2 to March 30 8:15PM

### Hatha Flow

Hatha Flow, presented by Markham Yoga, offers an energizing class to build strength, increase flexibility and create mental clarity.

Every Saturday Feb 5 to March 26 9:30 AM

### Flex and Stretch Yoga

Let's chill and unwind in this wonderful Flex & Stretch Yoga session from Markham Yoga. Using active and passive stretching we will focus on the breath and releasing tension throughout the body as we stretch, leaving you a little stronger, more flexible and mindful. This program is facilitated through Zoom.

Every Monday Feb 7 to March 28 7:00 PM

LIBRARY PROGRAMS  
February & March 2022



### **Cognitive Wellness for Seniors**

Join us to learn how cognitive health affects your overall wellbeing. Cognitive health is a major factor in ensuring the quality of life of older adults. In this session, you will learn all about brain health.

Friday, February 4 1:30 PM

### **Healthy Hearing**

In this program, led by a counsellor from the Canadian Hearing Services, participants will learn about hearing loss and aging, communication strategies over the phone, basic hearing aid troubleshooting and Canadian Hearing Services Programs and supports.

Tuesday, February 15 10:30 AM

### **How Does the Ear work and What Causes Hearing Loss? (in Cantonese)**

Learn about how your ears work and what causes hearing loss. This program will be facilitated in Cantonese and geared towards over 55 years old and experiencing hearing loss. Participants will also learn more about how they can get support through Canadian Hearing Service.

Wednesday, February 23 10:30 AM

### **Decisions in Healthcare**

Making healthcare decisions can often be difficult and ethically complex, especially if you are responsible for making decisions on behalf of someone else. Led by Dr. Andria Bianchi, the purpose of this presentation is to discuss the topic of healthcare decision-making for yourself and others.

Wednesday, March 16 7:00 PM

## **STEAM and Tech**

### **Seniors Tech Support**

Do you need tech support? Want to learn how to use a computer better or use social media? If so, attend our Seniors Tech Support sessions.

Every Tuesday February 1-15, March 1-15 11:00 AM

Every Wednesday Feb 2-16, March 2-16 3:00 PM

### **Cybersecurity for Seniors (Where Does Your Data Go?)**

Do you receive suspicious calls and emails? Have you clicked on a link that you did not feel comfortable with? Do you know anyone who has been victimized by fraud? Join us for an eye-opening presentation presented by Claudiu Popa, a professional cyber fraud expert. You will leave the presentation with information and tips for keeping yourself and others safe online.

Thursday, February 3 7:00 PM

LIBRARY PROGRAMS  
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**Learn to Zoom: Live Practice Lab for Newcomers**

Want to learn basic Zoom skills? Join us to practice using Zoom in a friendly setting. This program will help newcomers learn basic and advanced functions of the platform and get real time practice.

Friday, February 4 and 18 10:00 AM

Friday, March 4 and 18 10:00 AM

**Canva: Easy Ways to Make Your Design Look Professional**

Have you ever had trouble creating your own design? Whether it's a poster, business card, or even a wedding invitation? Canva is the perfect tool for beginners to help create professional look designs for your business, brand or lifestyle.

Tuesday, February 8 7:00 PM

**Introduction to 3D Printing for Children**

Are you interested in creating 3D objects? If so, join us for an introduction on the basics of 3D design and a demonstration of modelling using TinkerCad – a free online platform that allow users to design their 3D objects for printing. This class is intended for children 8-12 years old.

Wednesday, February 9 4:00 PM

**Photo Editing with Adobe Photoshop**

Join us for a step-by-step tech workshop, participants will explore Photoshop and learn the basic functions of the software. We will also specifically review various functions that are especially useful for editing photos, touching up/enhancing photos and restoring old photos.

Tuesday, March 8 7:00 PM

**Introduction to 3D Design for Teens and Adults**

Are you interested in creating 3D objects? If so, join us for an introduction on the basics of 3D design and a demonstration of modelling using TinkerCad – a free online platform that allow users to design their 3D objects for printing. This class is intended for teens and adults.

Wednesday, March 9 7:00 PM

**Learning about Conservation: Urban Wetlands**

Wetlands are unique habitats that support many special animal and plant species. In the Greater Toronto Area, only about 10% of historical wetlands are still around today. Ontario Streams will share more about our urban wetlands and their threats as well as how organizations are working to protect and recreate wetlands in the GTA.

Wednesday, March 9 7:00 PM

**Learning about Conservation: Urban Rivers**

Our urban rivers provide habitat for many different species and are unfortunately facing many threats including pollution. Kat from Ontario Streams will share an overview of our local rivers and conservation work being done to protect them.

Wednesday, February 9 7:00 PM

LIBRARY PROGRAMS  
February & March 2022



### **Kids Explore the Great Lakes**

Join the Toronto Zoo, for a fun presentation for pre-school children to learn all about the Great Lakes and the animals that live there!

Tuesday, March 8 11:00 AM  
Tuesday, March 15 11:00 AM

### **Student Data Protection**

Schools are adopting new systems for maximizing education budgets and making student data easier to manage, but is it secure? Join Claudiu Popa, a professional cyber safety expert, for an introduction to #EdTech and learn about the top five questions to ask schools about your child's data privacy and how to understand privacy and your right to consent for protecting your child's personal information.

Thursday, March 10 7:00 PM

## **Business, Finance and Job Skills**

### **Canadian Tax Shelter**

For many Canadians and so much more for immigrants/newcomers understanding taxes and its impact on investing is key to building a strong financial foundation. Session will cover what are the 5 Pillars of Investing and taxes impact on them.

Tuesday, February 1 6:30 PM

### **Using Instagram Reels for Businesses and Entrepreneurs**

Would you love to create Reels on Instagram but feel overwhelmed at the thought of all the tech? Join us to learn how to seamlessly create reels using Canva.

Wednesday, February 2 7:00 PM

### **Business Legal 101: All you need to know about legal rules of operating a business in Ontario**

Join our series of professional workshops and learn about various legal aspects of operating a business in Ontario.

Monday, February 7 7:00 PM  
Monday, March 7 7:00 PM

### **Resume Writing Webinar**

In this workshop individuals will learn how to prepare a targeted, accomplishment-based resume.

Tuesday, February 8 6:30 PM

### **Job Interview Webinar**

In this workshop, individuals will learn more about teleconferencing/virtual interviews. The session will cover topics such as conducting an effective teleconferencing/online interview, using appropriate body language and speaking voice in a virtual interview and answering behavioural questions effectively.

Tuesday, February 15 6:30 PM

LIBRARY PROGRAMS  
February & March 2022



### **Homeownership – Are You Ready?**

Participants will learn about the costs involved in purchasing and maintaining a home. They will also learn what is required to qualify for a mortgage and decide whether renting or owning is better for them.

Wednesday, February 16 5:30 PM

### **CRA Tax Information Session for Sole Proprietors and Partnerships**

Get ahead of tax season by getting the necessary information directory from the Canada Revenue Agency! If you have small business tax-related questions, here is your chance to get them answered!

Thursday, February 17 10:00 AM

### **Six Barriers to Investment Success**

We like to think we invest rationally but the field of behavioral finance has shown that there are social, emotional and even cognitive factors that can affect our financial decisions and stand in the way of investment success.

Thursday, February 17 3:30 PM

### **CRA Tax Information Session for Incorporated Businesses**

Get ahead of tax season by getting the necessary information directory from the Canada Revenue Agency! If you have small business tax-related questions, here is your chance to get them answered! This workshop will only talk about Corporate Tax.

Tuesday, February 22 10:00 AM

### **Career Recharge: Building Resiliency**

Resiliency is the ability to overcome and adapt when one is faced with challenges. This workshop is designed to help participants build their resilience to better manage the stressors that they face in their personal and professional lives.

Tuesday, February 22 6:00 PM

### **The Entrepreneur's Journey: How to Set Yourself Up for Success**

Can anyone be an entrepreneur? Learn what it takes to get started and taking an idea from your dream to reality. Participants will be provided with helpful resources at your fingertips to start your own journey.

Thursday, February 24 6:00 PM

### **Budgeting and Saving**

Mental and physical wellness is important, but what about financial wellness? Budgeting and saving are key components of Financial Wellness. No matter your current level of financial knowledge, everyone can benefit from the information, tools and resources provided in this workshop.

Thursday, February 24 7:00 PM

LIBRARY PROGRAMS  
February & March 2022



### **Will Your Business Idea Fly?**

Contrary to popular belief, writing a business plan isn't the best gauge of your dream's success; it's the second best. If you want to know if your dream will fly, put it to the test. In this workshop, we will assess if your idea is marketable, profitable and if it makes sense for you.

Monday, February 28 6:00 PM

### **Tips and Tricks on Fine-Tuning Your Resume**

In this session, we will compare different resumes and identify the characteristics of a good resume. New Canadians will also learn how to adapt their overseas experience to Canadian resume writing style.

Tuesday, March 8 6:30 PM

### **How to Write a Winning Resume that Gets Results**

Designed to assist you prepare a targeted, accomplishment-based resume. This workshop will help you create a winning resume and increase your chances of landing a job interview.

Monday, March 14 7:00 PM

### **How to Excel in your Job Interview**

Join us to learn about the Teleconferencing/Virtual Interview, topics include how to conduct an effective teleconferencing interview, using appropriate body language and speaking voice and how to answer behavioural questions effectively.

Monday, March 21 7:00 PM

### **Small Business Sales & Marketing**

Without sales you don't have a business. Determining your roadblocks and developing a strategy to increase your sales will solve many challenges in your business. We'll cover the spectrum of sales topics, from sales basics to all parts of the sales funnel.

Wednesday, March 23 6:00 PM

### **Credit and Credit Reporting Agencies**

Credit affects various aspects of your financial life and is an important part of the economy. A key component of credit is credit cards. Credit cards are here to stay and it is important for you to learn about your rights and responsibilities when it comes to credit cards and to understand how credit cards work and how to avoid getting into trouble with your credit cards.

Thursday, March 24 7:00 PM

### **65 Side Hustles**

Participants will explore various side hustle ideas and learn how to use their expertise when deciding on the best side hustle to pursue, in order to reach their financial goals.

Wednesday, March 30 1:00 PM

**Newcomers****Cantonese Songs and Stories**

Join us for an interactive fun-filled session of Cantonese Songs & Stories! Help your child develop early literacy and language skills through songs and rhymes. We will meet on Zoom to give participants an opportunity to practice their language skills!

Wednesday, February 2 4:30 PM

Wednesday, March 2 4:30 PM

**Mandarin Songs and Stories**

Join us for an interactive fun-filled session of Mandarin Songs & Stories! Help your child develop early literacy and language skills through songs and rhymes. We will meet on Zoom to give participants an opportunity to practice their language skills!

Saturday, February 26 12:30 PM

Saturday, March 26 12:30 PM

**English Conversation Circle**

Join the weekly English Conversation Circle, where we practice in friendly small groups led by local long-term residents. The session is brought to you in collaboration with CCSYR through the Library Settlement Partnerships (LSP).

Every Monday Feb 7 to March 28 1:30 PM

**Taxes 101: Maximizing your return**

How much do you know about the tax system in Canada? Join us for a series of Taxes 101 workshops that will answer all your tax-related questions. In this session, you will learn all about maximizing your return.

Tuesday, February 8 7:00 PM

**Virtual Tour of Prince Edward Island (in Cantonese)**

COVID-19 has reduced everyone's chances of traveling. We hope to introduce Prince Edward Island, the smallest province in Canada, to you in this online workshop. Join us to discover the nature and the unique charm of this small island in the East!

Friday, February 11 2:00 PM

**Second Career Program (in Mandarin)**

Did you know that Second Career is an Ontario program that offers skills training and financial support to eligible laid-off workers? Join this session to learn about eligibility and suitability criteria, the application process and more.

Tuesday, February 15 7:00 PM

**Tax Filing for Newcomers**

Are you a newcomer getting ready to file your taxes? Join us to understand the Canadian tax system, how to claim expenses and deductions and how to find free tax preparation services.

Thursday, March 10 1:00 PM



LIBRARY PROGRAMS  
February & March 2022



### **Introduction to Family Law (with Tamil translation)**

How much do you know about family law in Canada? Join the South Asian Legal Clinic of Ontario to learn about marriage, common law relationships, child custody and support and other aspects of family law.

Tuesday, March 15 12:00 PM

### **Welcome to Canada: A Newcomer's Checklist (in Mandarin)**

Moving to a new country can be overwhelming. Many things might be different from your home country. This session will provide you a brief overview and a checklist to guide your essential first steps in Canada and in York Region, and help you connect with newcomer services.

Wednesday, March 16 2:00 PM

## **Reading and Creative Expression**

### **Virtual Reading Buddies**

Reading aloud can boost your child's confidence in reading and improve reading skills. Book a 1-on-1 session to read with a teen volunteer.

Every Tuesday Feb 1 to March 29 4:00 PM

### **French Reading Club (Age 4-8)**

Children (4 - 8 years old) can join our beginner storytime where we will focus on introductory concepts such as the French alphabet, colours, and other basic vocabulary.

Wednesday February 2 and 16 4:00 PM

Wednesday March 2 and 16 4:00 PM

### **French Reading Club (Age 9-15)**

Students (9 - 15 years old) can join our intermediate storytime where we will read more advanced French books and aim to foster conversations in French! \*Beginner/Intermediate French is recommended.

Wednesday February 2 and 16 4:30 PM

Wednesday March 2 and 16 4:30 PM

### **Book Club: Fifteen Dogs**

Join us for a discussion of *Fifteen Dogs* by Andre Alexis, a Giller Prize Winner.

Wednesday, February 2 7:00 PM

Thursday, February 3 3:00 PM

### **Reading to Success: Junior and Senior Kindergarten**

In partnership with YPAM, Reading to Success is a volunteer facilitated reading program established to motivate children to read regularly.

Every Thursday Feb 3 to March 31 5:00 PM

LIBRARY PROGRAMS  
February & March 2022



**Reading to Success: Grade 1 and 2**

In partnership with YPAM, Reading to Success is a volunteer facilitated reading program established to motivate children to read regularly.

Every Saturday Feb 5 to March 26 10:30 AM

**English Learners Book Club**

Join us for a monthly Book Club for English language learners! Read books, chat with new friends, and learn new words.

Wednesday, February 9 6:00 PM

Wednesday, March 9 6:00 PM

**Reading to Success: Junior and Senior Kindergarten Anushka Bhattacharjee talks about her book: My Magic Mirror**

Anushka Bhattacharjee wrote and self-published her first book, My Magic Mirror at just eight years old! She will talk about her inspiration, writing process, and her upcoming second book as well as sharing some passages from My Magic Mirror.

Saturday, February 12 11:00 AM

**Virtual Storytime**

Join us on for a small group and interactive storytime full of books, songs and activities for little ones and their caregivers. This virtual storytime will provide participants to interact with other children and develop literacy skills.

Monday, February 14 2:00 PM

Monday, March 14 2:00 PM

**2SLGBTQ+ and Allies Book Club**

Join us in getting to know one another and deciding the books we should read together. At this meeting we will be discussing Guncle. Membership is on a rolling basis; anyone is welcome to join. This program is brought to you in partnership with CAYR Community Connections and Gila Munster.

Tuesday, February 15 2:00 PM

**How to Plan & Host Book Clubs**

Do you love sharing good books with your community? In this workshop you will learn about the resources Markham Public Library has for running book clubs as well as some resources from outside of the library. We will talk about the benefits of reading and sharing together, defining the scope of your club, and answer any questions you have about book clubs!

Wednesday, February 16 7:00 PM

Thursday, February 17 3:00 PM

**Storytellers Meet Up**

The Storytellers is committed to creating a thriving literary scene in Markham, with local talent at its heart. Join us for author talks, workshops, conversations about the craft, and more. We welcome writers of all stripes: fiction, non-fiction, poetry, you name it.

Thursday, February 17 7:00 PM

Thursday, March 17 7:00 PM

LIBRARY PROGRAMS  
February & March 2022



**Self-Publish Your Writing**

Wanting to self-publish your writing but not sure how to start? Heather Wardell has self-published 22 books and recently won the Indie Author's Project with MPL as her home library, and in this workshop she will teach you best practices for safe and successful self-publishing.  
Thursday, March 10 7:00 PM


## AGENDA 9.2

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Susan Price, Board Secretary  
DATE OF MEETING: January 24, 2022  
SUBJECT: **Markham Public Library Board 2022 Annual Agenda**

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### RECOMMENDATION:

That the report “Markham Public Library Board 2022 Annual Agenda” be received.



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Catherine Biss  
CEO & Secretary-Treasurer

Attachments: Markham Public Library Board 2022 Annual Agenda of Meetings and Events

**MARKHAM PUBLIC LIBRARY BOARD 2022 ANNUAL AGENDA**

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
<b>Policy Review</b>								
All policies reviewed and changes made								All policies in Board Package for review and bring forward changes in January
<b>Planning: Strategic Plan</b>								
Update			Update		Update	Update		No Working Group Presentation to Council due to Municipal Election
<b>Ends Policy Reports</b>								
Annual Ends Report of Library Achievements Board Statistical Report			Board Statistical Report CEO's Highlights		Board Statistical Report CEO's Highlights	Board Statistical Report CEO's Highlights		
<b>Community Engagement Events</b>								
Family Literacy Day Jan 27	Black History Month  Chinese New year Feb 1  Pink Shirt Day Feb 23	International Women's Day Mar 8  March Break 14-18	National Volunteer Week April 24-30				Ontario Public Library Week 16-22  Municipal Election Monday, October 24!	

MARKHAM PUBLIC LIBRARY BOARD 2022 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
<b>Finance</b>								
				1. Operating Budget Report 2. Capital Budget Report 3. Auditors Report (May or June)	Auditors Report (May or June) Preliminary Capital Budget Report			
<b>Risk Management</b>								
		CEO's Highlights				CEO's Highlights		
<b>Board &amp; Staff Development</b>								
	OLA Super Conference Feb 1-5							
<b>Internal Monitoring Reports (Compliance List of Internal Monitoring Reports and discussion led be Members)</b>								
EL-2f Protection of Services		EL-2d Financial Condition EL-2g Emergency Executive Succession EL-2j Communication & Counsel to the Board	EL-2e Asset Protection	EL-2c Budgeting/ Forecasting EL-2d Financial Condition	EL-2h Community Relations EL-2i Compensation & Benefits EL-2j Communication & Counsel to the Board	EL-2d Financial Condition	EL-2b Staff Treatment EL-2c Budgeting/ Forecasting EL-2j Communication & Counsel to the Board	EL-1 General Executive Constraint EL-2a Customer Treatment
<b>Board Education</b>								
Community Priorities- Post COVID		Diversity, Equity and Inclusion at MPL		The Fine-Free Movement in Libraries	Library Board Governance	MPL's Digital Literacy Strategy		Impact of Library Collections

**MARKHAM PUBLIC LIBRARY BOARD 2022 ANNUAL AGENDA**

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
<b>CEO Performance Review</b>								
BCL-2e CEO Performance Review Policy in Board package		In camera discussion with Board members only Chair to prepare Draft	Chair and Vice-Chair (if available) to meet with CEO prior to April meeting In camera discussion Board members and CEO present	The Chair advises the review process is complete and stored as per procedure				
<b>Library Board Meetings</b>								
Jan 24 ZOOM Virtual Meeting First Meeting Election of Chair/Vice-Chair		March 28 Virtual Meeting	April 25 Virtual Meeting	May 30 Virtual Meeting	June 27 Virtual Meeting	Sept 26 TBD	Oct 25 TBD	Nov 28 TBD

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Debbie Walker, Director, Strategy & Planning  
DATE OF MEETING: January 24, 2022  
SUBJECT: **Community Priorities-Post COVID**

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**RECOMMENDATION:**

**That the Board Education Report entitled “Community Priorities-Post COVID” be deferred”.**

**BACKGROUND:**

Due to the prolongation of COVID restrictions into 2022, it is recommended that this report will be deferred until a later date.

Generally, municipal priorities are developed through the annual business planning process. The Library’s 2022 Business Plan (attached as Appendix 1) has been finalized and approved by the Commissioner of Community Services. Other departments are still finalizing their 2022 business plans. The City’s Manager, Executive Operations & Strategic Initiatives is planning to take a report to Council in March with an update of the Markham’s BMFT strategic plan and its 2021 accomplishments.

Later in the year, i.e. post-Covid, staff plan to also work with Environics Analytics to identify the community’s post-Covid priorities. This research will be the subject of a future report to the Board.



Catherine Biss  
CEO & Secretary-Treasurer

APPENDIX 1: Markham Public Library: 2022 Departmental Business Plan



## 2022 DEPARTMENTAL BUSINESS PLAN

### GOAL 1 - Exceptional Services by Exceptional People

**Goal Statement:** *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
<p>1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.</p>	<p>1.1.1 Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups)</p>	<p>Support Customer Experience Strategy Project through participation on the Customer Experience Team. <i>(BMFT Action 1.1.1)</i></p> <p>Support development, implementation and analysis of Citizen Satisfaction Survey for this Council term <i>(BMFT Action 1.1.1)</i></p> <p>Undertake a corporate annual Customer Satisfaction Survey for a targeted library service to be determined. <i>(BMFT Action 1.1.1)</i></p>
	<p>1.1.2 Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders</p>	<p>Devise a cross-departmental approach within our Commission to support collaboration and to maximize the coordination and effectiveness of communication opportunities <i>(BMFT Action 1.1.2)</i></p> <p>Participate in projects to leverage technology for resident engagement and communication <i>(BMFT Action 1.1.2)</i>, including:</p> <ul style="list-style-type: none"> <li>• Support e-Blast Program</li> <li>• Support Your Voice Markham</li> </ul>
	<p>1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and staff scheduling software</p>	<p>Continue to participate on project teams advancing implementation of CRM, Program Registration, Facility Booking systems <i>(BMFT Action 1.2.1)</i></p> <p>Launch Perfect Mind (August for Library)</p>
	<p>1.2.3 Advance Digital Markham / “Frictionless City”</p> <ul style="list-style-type: none"> <li>• Expand digital access and literacy programs</li> </ul> <p>• Continue to embrace innovation and relevant</p>	<p>Develop and strengthen digital literacy and inclusion programs through annual work plans <i>(BMFT Action 1.2.3)</i></p> <ul style="list-style-type: none"> <li>• Launch Digital Media Lab at Markham Village branch (focus on digital music education and creation + instrument lending)</li> <li>• Launch full Digital Media Labs at Cornell and Markham Village branches and transition to a Windows based environment</li> <li>• Improve MPL’s public computing infrastructure including both hardware and software (i.e. PACs, mobile printing)</li> </ul> <p>Add sorter to Milliken Mills, replace sorter at Thornhill Community branch, and replace Self Check machines at Thornhill Community and</p>

## 2022 DEPARTMENTAL BUSINESS PLAN

### GOAL 1 - Exceptional Services by Exceptional People

**Goal Statement:** *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	technologies in delivery of service	Unionville branches for more efficient service delivery
		Launch mobile printing solution to enable residents to send print jobs to library printers from home or from their mobile devices while within the library, as part of the public computing lifecycle replacement project ( <i>BMFT Action 1.2.3</i> )
	1.3.2 Implement Modernized Employee Wellness Program	Continue to implement succession planning, knowledge transfer, and other people-related practices to strengthen departmental operations and service delivery ( <i>BMFT Action 1.3.2</i> )
		Continue to implement Workplace Recovery Plan
1.3.3 Provide staff access to technologies to improve service delivery	Implement corporate Employee Wellness Program through participation on the Total Wellbeing Team ( <i>BMFT Action 1.3.2</i> )	
1.3.4 Continue to invest in staff training	Support ITS Department in providing workplace technologies to improve service delivery, pursuant to life cycle replacement ( <i>BMFT Action 1.3.3</i> )	
		Support Human Resources project to expand application and functionality of MLC 2.0 and e-learning ( <i>BMFT Action 1.3.4</i> )

Departmental Performance Measures in Support of Goal	2017	2018	2019	2020	2022 Target	Long-term Target	LT Target Year
# of formal customer satisfaction surveys completed	0	0	0	0	1	1 per year	2020
Overall customer satisfaction from Counting Opinions online survey <sup>1</sup>	8.7	8.7	8.8	8.2	8.8	9.0	2022
% of material borrowing through self-service	84%	84%	84%	77%	85%	90%	2023
Email notifications sent ('000)	562 <sup>3</sup>	693	738	230	800	900	2022
Healthy Work Environment Index from Staff Satisfaction Survey <sup>2</sup>	N/A	67%	N/A	N/A	70%	75%	2022
# of learning hours per staff FTE (includes part-time)	7.1	7.0	15.2	17.5	15	15	2022
Corporate Staff Satisfaction Survey: Training <sup>2</sup>	N/A	71%	N/A	N/A	72%	75%	2022
Corporate Staff Satisfaction Survey: Individual Recognition & Reward <sup>2</sup>	N/A	59%	N/A	N/A	60%	65%	2022
Staff Satisfaction Survey: Organizational Engagement <sup>2</sup>	N/A	66%	N/A	N/A	68%	70%	2022

**Notes:**

- Customer satisfaction surveys are run continuously by the department through Counting Opinions, an online survey tool that provides a continuous real-time stream of customer satisfaction data regarding all aspects of library services. However, it is not considered to be a formal customer satisfaction survey, as defined corporately.
- Data is generated every even year, except 2020 was completed in 2021.

## 2022 DEPARTMENTAL BUSINESS PLAN

### GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

**Goal Statement:** 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Implement neighbourhood partnership strategy <ul style="list-style-type: none"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” brochure</li> </ul>	Participate in the development and implementation of a Neighbourhood Partnership Strategy ( <i>BMFT Action 2.1.1</i> ) (2020), including <ul style="list-style-type: none"> <li>• Community Action Table (South Markham) for Community Safety &amp; Wellbeing (Agincourt United Way)</li> <li>• Continue to support neighbourhood partnership pilot project with Recreation and United Way</li> <li>• Continue to support development of “Good Neighbour” Brochure with Recreation</li> <li>• Support development of a major civic square (<i>BMFT 2.1.5</i>) [Planning has requested Library CEO to serve on square team]</li> </ul>
	2.1.2 Expand community hub concept (currently at Aaniin CC) across the City	
	2.1.3 “Discover Markham”: celebrate Markham’s past, diverse communities and events	Support completion of corporate event inventory list which amalgamates events from all departments ( <i>BMFT Action 2.1.3</i> )
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.3 Enhance the Volunteer program and opportunities across the City	Support the post-COVID enhancement of volunteer program and opportunities in the department ( <i>BMFT Action 2.2.3</i> )
	2.2.4 Update the Diversity & Inclusion action plan	Continue to participate on the update of the Diversity Action Plan ( <i>BMFT Action 2.2.4</i> )
		Continue to support the development and implementation of the Diversity Action Plan Update, an important corporate initiative ( <i>BMFT Action 2.2.4</i> )
		Develop curated collections and programs to focus on underserved population segments, e.g. Anti-Black Racism, Indigenous issues, individuals on the autism spectrum, older adults dealing with dementia
	Complete diversity audit of online and print collections	

## 2022 DEPARTMENTAL BUSINESS PLAN

### GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

**Goal Statement:** 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
		Support the building and strengthening of strategic community partnerships that support diversity and inclusion ( <i>BMFT Action 2.2.4</i> )
		Complete, evaluate pilot, and develop recommendations to reduce barriers to library membership for children and teens to support inclusive access to library educational materials ( <i>BMFT Action 2.2.4</i> )
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.2.5 Evaluate the advancement of arts and culture opportunities for Markham	
	2.3.2 Adopt and implement the Economic Development Strategy	Participate on Economic Development Strategy project team with departmental focus on supporting ( <i>BMFT Action 2.3.2</i> ): <ul style="list-style-type: none"> <li>• Implementation of workplace skills and digital training and programs. Expand digital resources and platforms for in-demand business and tech skills, and financial literacy.</li> <li>• Provision of public space and equipment to support entry-level entrepreneurship, innovation and start-ups</li> <li>• Support economic development work on COVID recovery</li> <li>• Develop Living Lab Library concept and feasibility study for Markham Centre</li> </ul>
	2.3.4 Launch Destination Markham	Continue to support planning and launch of Destination Markham Strategy, with initial focus on Shop Local initiative ( <i>BMFT Action 2.3.4</i> )

Departmental Performance Measures in Support of Goal	2017	2018	2019	2020	2022 Target	Long-term Target	LT Target Year
# of volunteer Hours	11,090	11,482	15,106	2,932	n/a	15,000	2022
# of program attendance	140,723	150,356	148,692	45,150	n/a	160,000	2022
# Library materials borrowed (physical and digital) ('000s)	4,860	5,460	5,576	1,278	5,600	6,000	2022
# Library materials borrowed (physical and digital) per capita	14.13	15.66	15.98	6.65	16.00	16.50	2022

## 2022 DEPARTMENTAL BUSINESS PLAN

### GOAL 3 - Safe, Sustainable and Complete Community

**Goal Statement:** *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
<p>3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.</p>		
<p>3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.</p>		<p>Monitor community intensification projects and initiatives from the Development Services Commission and participate in them to ensure service mandates are maintained and advanced <i>(BMFT Action 3.2)</i></p>
	<p>3.2.4 Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation, Culture and Libraries</p>	<p>Continue to participate in all Growth Management projects, advising Planning as requested re ILMP recommendations and provision standards. <i>(BMFT Action 3.2.4)</i></p>
	<p>Continue to implement MPL Board approved departmental strategic plan, as aligned to BMFT, with focus on literacy, learning, and community social cohesion <i>(BMFT Action 3.2.4)</i></p>	
	<p>Support the Recreation-led project to determine the provision of Indoor Community Space in Intensification Areas, including an evaluation process for partnerships and business opportunities</p> <p>Lead the implementation and monitoring of the multi-year ILMP, including regular reporting on progress <i>(BMFT Action 3.2.4)</i> and complete 2021 year-end progress report</p>	
<p>3.3 Ensure business continuity of our services and</p>		<p>Update Business Continuity Plan based on COVID learnings, and provide staff will applicable training</p>

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Strategic Objective	Departmental Objective	Departmental Action
infrastructure, and enable community resiliency and community safety.		Continue to participate in emergency planning program and responses, as required
3.4 Protect and enhance our natural environment and built form.	3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our Net Zero Emissions by 2050 target	Support Net Zero Plan from the Sustainability and Asset Management department ( <i>BMFT Action 3.4.3</i> )
		Support relaunch of greenMarkham to build awareness ( <i>BMFT Action 3.4.3</i> )
	3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park	Support the project to work with RNUP to develop a community programming collaboration approach ( <i>BMFT Action 3.4.7</i> )
Develop Trail Hub Project and leverage branch assets to promote the Rouge Valley Trail System, including programming and activities		

Departmental Performance Measures in Support of Goal	2017	2018	2019	2020	2022 Target	Long-term Target	LT Target Year
Sq.ft. of library space per capita	0.43	0.46	0.48	0.43	Council to specify	0.60	Council to specify
Resident visits to library branches (000s)	2,405	2,771	2,698	1,118	2,800	3,000	2022
Resident visits to library branches per capita	6.99	7.95	7.73	3.38	8.00	8.50	2022

## 2022 DEPARTMENTAL BUSINESS PLAN

### GOAL 4 - Stewardship of Money and Resources

**Goal Statement:** *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	4.1.1 Funding strategy	Support development of funding strategy through Directors Forum ( <i>BMFT Action 4.1.1</i> ) (2020)
	4.1.2 Revenue strategy	Support development of revenue strategy through Directors Forum ( <i>BMFT Action 4.1.2</i> ) (2020)
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities.	Develop this evaluation process through participation in Recreation-led project regarding Indoor Community Space in Intensification Areas.
	4.2.2 Advance detailed service planning for continuous improvement	Support Knowledge Transfer and service planning ( <i>BMFT Action 4.2.2</i> )
		Advance service planning and continuous improvement through by documenting and evaluating service innovations made in response to changes, including COVID-19 ( <i>BMFT Action 4.2.2</i> )
4.2.4 Develop a comprehensive risk management framework	Support implementation of Enterprise Risk Management program as part of Directors Forum ( <i>BMFT Action 4.2.4</i> )	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	4.3.1 Establish public reporting aligned to BMFT, including key metrics\	Support implementation of annual BMFT public reporting ( <i>BMFT Action 4.3.1</i> )

Departmental Performance Measures in Support of Goal	2017	2018	2019	2020	2022 Target	Long-term Target	LT Target Year
% completion of capital projects (Finance data)	100%	100%	100%	TBD	100%	100%	Achieved
Library Operating Budget per Capita*	31.80	36.71	38.50	38.6	N/A	N/A	N/A

## 2023-2025 DEPARTMENTAL BUSINESS PLAN

### GOAL 1 - Exceptional Services by Exceptional People

**Goal Statement:** *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	1.1.1 Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups)	Support Customer Experience Strategy Project through participation on the Customer Experience Team ( <i>BMFT Action 1.1.1</i> )	2023-2025
		Support development, implementation and analysis of Citizen Satisfaction Survey for the future Council term ( <i>BMFT Action 1.1.1</i> )	2023
		Undertake a corporate annual Customer Satisfaction Survey for library services ( <i>BMFT Action 1.1.1</i> )	2023-2025
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	1.1.2 Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders	Continue to leverage corporate technologies for resident engagement and communication ( <i>BMFT Action 1.1.2</i> ), including: <ul style="list-style-type: none"> <li>E-Blast Program</li> <li>Your Voice Markham</li> </ul>	2023-2025
	1.2.3 Advance Digital Markham / "Frictionless City"* <ul style="list-style-type: none"> <li>Expand digital access and literacy programs</li> </ul>	Continue to develop and strengthen digital service/ programming element of Digital Markham Plan through departmental strategic planning and annual work plans ( <i>BMFT Action 1.2.3</i> )	2023-2025
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)	Continue to implement succession planning, knowledge transfer and other people-related practices to strengthen departmental operations and service delivery ( <i>BMFT Action 1.3.2</i> )	2023-2025
		Continue to implement Employee Wellness Program. ( <i>BMFT Action 1.3.2</i> )	2023-2025



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Strategic Objective	Departmental Objective	Departmental Action	Year
	1.3.3 Provide staff access to technologies to improve service delivery	Support ITS Department in providing workplace technologies to improve service delivery ( <i>BMFT Action 1.3.3</i> )	2023-2025
	1.3.4 Continue to invest in staff training	Support Human Resources project to expand application and functionality of MLC 2.0 and e-learning ( <i>BMFT Action 1.3.4</i> )	2023-2025

## 2023-2025 DEPARTMENTAL BUSINESS PLAN

### GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

**Goal Statement:** 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Implement neighbourhood partnership strategy <ul style="list-style-type: none"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” handbook</li> </ul>	Participate in the implementation of a Neighbourhood Partnership Strategy ( <i>BMFT Action 2.1.1</i> )	2023-2025
	2.1.2 Expand community hub concept (currently at Aaniin CC) across the City	Participate on community hub team to ( <i>BMFT Action 2.1.2</i> ): <ul style="list-style-type: none"> <li>• Support evaluation of HUB at Aaniin working with York University.</li> <li>• Support development of HUB plan with implementation strategies, in alignment with Neighbourhood Partnership Strategy</li> </ul>	2023 – 2025
	2.1.3 “Discover Markham”: bring Markham’s rich history to life, and continue to celebrate the diverse achievements and events	Participate on Discover Markham team to ( <i>BMFT Action 2.1.3</i> ): <ul style="list-style-type: none"> <li>• Support raising awareness</li> <li>• Support identification/inventory of historic events and distinctions</li> <li>• Support development of events program and communication strategy to celebrate Markham</li> </ul>	2023-2025
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.3 Enhance the Volunteer program and opportunities across the City	Support the enhancement of volunteer program and opportunities in the department ( <i>BMFT Action 2.2.3</i> )	2023 – 2025
	2.2.4 Update the Diversity & Inclusion action plan		
	2.2.5 Evaluate the advancement of arts and culture opportunities for Markham	Participate on project team to create a Culture Strategic Plan to replace the current Culture Master Plan ( <i>BMFT Action 2.2.5</i> )	2023-2024
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.2 Adopt and implement the Economic Development Strategy	Participate on Economic Development Strategy project team	2023 – 2025
	2.3.4 Launch Destination Markham	Support Destination Markham ( <i>BMFT Action 2.3.4</i> )	2023 – 2025

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Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.			
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.4 Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation, Culture and Libraries	Continue to participate in all Growth Management projects advising Planning as requested re ILMP recommendations and provision standards ( <i>BMFT Action 3.2.4</i> )	2023 – 2025
		Continue to implement the MPL Library Board approved strategic plan, as aligned to the 2020-2023 BMFT Strategic Plan and any future BMFT updates ( <i>BMFT Action 3.2.4</i> )	2023 - 2025
		Continue to lead the implementation of the Integrated Leisure Master Plan ( <i>BMFT Action 3.2.4</i> ), including key governance tasks: <ul style="list-style-type: none"> <li>• Multi-year plan for priorities and alignment to business plans and budget process</li> <li>• Annual monitoring and reporting</li> <li>• Advance systemic projects that will enable better outcomes and resource planning, such as the rolling 5-year new parks plan and Neighbourhood Centres for intensification centres</li> <li>• Undertake a Markham Centre library within a 'Neighbourhood Centre' in a colocation with developer(s)</li> </ul>	2023 – 2025

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Strategic Objective	Departmental Objective	Departmental Action	Year
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.		Maintain departmental Business Continuity Plan, provide staff with applicable training, and participate in emergency planning program and responses, as required	2023 – 2025
3.4 Protect and enhance our natural environment and built form.	3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our Net Zero Emissions by 2050 target	Support Net Zero Plan from the Sustainability and Asset Management department ( <i>BMFT Action 3.4.3</i> )	2023 – 2025
	3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park	Support project to work with RNUP to develop a community programming collaboration approach ( <i>BMFT Action 3.4.7</i> )	2023 – 2025

## 2023-2025 DEPARTMENTAL BUSINESS PLAN

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4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	4.1.1 Funding strategy		
	4.1.2 Revenue strategy		
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities	Support implementation of evaluation process for partnership and business opportunities <i>(BMFT Action 4.2.1)</i>	2023
	4.2.2 Advance detailed service planning for continuous improvement	Implement Knowledge Transfer service planning and implement process mapping tool to support departmental review of processes/policies to modernize and find efficiencies and improve customer experiences <i>(BMFT Action 4.2.2)</i>	2023-2025
	4.2.4 Develop a comprehensive risk management framework	Support the development of a comprehensive risk management framework.	2023-2025
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	4.3.1 Establish public reporting aligned to BMFT, including key metrics	Support implementation of annual BMFT public reporting as part of Directors Forum <i>(BMFT Action 4.3.1)</i>	2023-2025

*Last revised: January 11, 2022*