

AGENDA 1.0

MARKHAM PUBLIC LIBRARY BOARD

Notice of meeting to be held on Monday, January 23, 2023, 7:00 p.m., Virtual Meeting

AGENDA

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

1.1 Declaration of conflict of pecuniary interest

1.2 Chairs Remarks

2.0 **Approval of Minutes:**

2.1 Library Board Minutes November 28, 2022

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 MarkhamReview.com: Family Literacy Day

<https://markhamreview.com/?s=family+literacy+day>

3.0 **CEO's Highlights, January 2023**

3.1 **Markham Centre Update** (D. Walker)

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

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

6.0 **Ends:**

6.1 Annual Ends Report (D. Macklin)

6.2 Strategic Plan Update (D. Walker)

7.0 **Governance:**

7.1 OLS Update (M. McGrory) none this month

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- 8.0 **Ownership Linkage:**
- 8.1 Input from Board Members
- 8.2 Board Legacy Document 2019-2022

- 9.0 **Board Advocacy:**
- 9.1 Markham Public Library Board 2023 Annual Agenda

- 10.0 **Education**
- 10.1 2023 Priorities: Post Recovery Service (A. Cecchetto)

- 11.0 **Incidental Information:**
- 11.1 Board Meeting Attendance Record 2022

- 12.0 **New Business**

- 13.0 **Board Evaluation:**
- 13.1 Questionnaire: The Board and The CEO

- 14.0 **In Camera Agenda**
- 14.1 To Discuss a Confidential Personnel Matter

- 15.0 **Adjournment**

Next Meeting: **March 27, 2023 7:00 p.m.**
 Virtual

AGENDA 2.2

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Susan Price, Board Secretary

DATE OF MEETING: January 23, 2023

SUBJECT: **CONSENT AGENDA**

RECOMMENDATION:

That the Consent Agenda comprising of Agenda 2.2 to 2.4.1 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 MarkhamReview.com: Family Literacy Day

<https://markhamreview.com/?s=family+literacy+day>



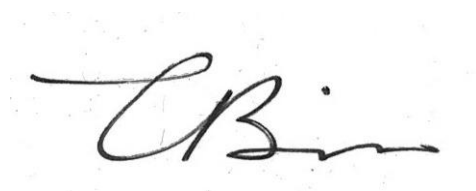
Catherine Biss
CEO & Secretary-Treasurer

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 23, 2022 to January 17, 2023.

- 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 17, 2023
Date

AGENDA 4.2

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Susan Price, Board Secretary

DATE OF MEETING: January 23, 2023

SUBJECT: **Board-CEO Linkage BCL-2e Policy:
Chief Executive Officer Performance Review**

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.**

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Catherine Biss
CEO & Secretary-Treasurer

Attachment: Appendix A

APPENDIX “A”

Policy Type:	Board-CEO Linkage
Policy Number:	BCL-2e Page 1 of 5
Policy Title:	Chief Executive Officer Performance Review
Revision Dates:	April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27,2020, January 25, 2021

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.

AGENDA 4.2

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 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)

Policy Type:	Board-CEO Linkage
Policy Number:	BCL-2e Page 2 of 5
Policy Title:	Chief Executive Officer Performance Review
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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)

AGENDA 4.2

Policy Type:	Board-CEO Linkage
Policy Number:	BCL-2e Page 3 of 5
Policy Title:	Chief Executive Officer Performance Review
Revision Dates:	April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021

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	<i>Yes. 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	<i>Yes. 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

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Policy Type:	Board-CEO Linkage
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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)

[illegible]

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

This image shows a full page of blank primary-ruled paper. It features ten sets of horizontal lines across the page. Each set consists of three lines: a solid top line, a dashed middle line, and a solid bottom line, providing a guide for letter height and placement in handwriting practice. The paper is white and contains no other markings or text.

Signed: _____ Chair

Date: _____

Signed: _____ CEO

Date: _____

(over)

Policy Type:	Board-CEO Linkage
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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 23, 2023

SUBJECT: **INTERNAL MONITORING REPORT: Executive Limitation EL-2f, Protection of Services**

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.



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.
- To start the year 2022, MPL had all three standalone branches open and serving the public, including Markham Village, Unionville, and Thornhill Village branches. Three community centre branches were also opened at the time, including Angus Glen and Thornhill Community. Closed still from 2021 due to pandemic were Cornell and Milliken Mills library.
- 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. These two branches were reopened as of January 31, 2022.
- On April 10, 2022, Sunday services were resumed only for the afternoons (1 pm – 5 pm) at all branches except Cornell and Milliken Mills.
- On April 29, 2022, Cornell library branch finally reopens for limited services hours of 10 am – 6 pm, Mondays through Fridays, 9 am – 5 pm on Saturdays and closed on Sundays.
- On August 15, 2022, Cornell expands hours to regular service hours including evenings and Sundays.
- And on November 14, 2022, the Milliken Mills branch finally reopens for full service hours after extended closure due to renovations.
- 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 1 pm-5 pm.
- We have also had to close all branches due to inclement weather on Friday, December 23, 2022, where we closed early at 4:30 pm instead of 6 pm. We remained closed on December 24, 2022 as well due to the severe weather conditions. Throughout this time, however, digital resources and collections were available to all customers 24/7.

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:

- 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 23, 2023


SUBJECT: **Annual Ends Report 2022**

RECOMMENDATION:

That the Annual Ends Report be received.

BACKGROUND:

The attached annual ends report is a compilation of the activities of the Library in 2022 which reflect the Library's accomplishments towards the Board Ends.

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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.*

Community Input	<p>The Library regularly seeks feedback to understand community aspirations and to ensure the needs of the community are being met. Feedback, combined with analyzing statistics, library usage, community demographic information and available research allows the library to respond, develop strategies and provide services that are relevant to the community.</p> <p>In 2022 the Library resumed quarterly Counting Opinions surveys measuring customer satisfaction with collections, services and facilities. Surveying was paused during the pandemic as many questions relate to in-person experiences. In 2022 approximately 1900 people completed the survey. As 2022 was another year of service disruptions including some closed branches, reduced hours, limited services and proof of vaccine requirements, it is difficult to compare satisfaction with pre-COVID years. The survey does provide some glimpses into potential changes in behavior which staff are monitoring. These include:</p> <ul style="list-style-type: none"> • an increase in people replying that their reason for using the library was work related compared to pre-pandemic • a decrease in those stating they used the library for educational purposes which may reflect changes in how schools delivered learning during the pandemic. • Shifting preferences as to how people find information in the library. Finding information through a computer search vs staff assistance or finding information independently was stated as the preference, a habit which may have been formed during pandemic lockdowns. <p>Participants of select programs or services are invited to provide feedback to assess the impact of those services. The Bridge Survey, developed by Toronto Public Library and working in collaboration with Ontario Library Service and Urban Libraries Council, helps the library understand the impact technological services are having in the community. Project Outcome is a toolkit used by libraries across North America which helps libraries understand the impact of programs in the areas of literacy, job skills, lifelong learning and health.</p> <p>The community also had informal opportunities to provide feedback through website forms, Suggest a Purchase forms, at outreach events, both in-person and virtually, through AskMPL, and program exit interviews. Input received from the</p>
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	<p>community, combined with an examination of trends, and analysis of available data allows library staff to make informed decisions in developing library services that are beneficial and well received by the community.</p> <p>The Library follows the Harwood Institute Model for community engagement. Two key tools in this model include <i>Turning Outward</i> and <i>Community Conversations</i>. In turning outward our outreach activities help us to reach non-users allowing us to understand barriers to use and ensuring services remain focused on people and communities. Through community conversations the Library invites community members to share aspirations for themselves and the community. With the knowledge gained through these conversations combined with analysis of data available, the Library is able to identify programs and services that move community aspirations to reality.</p> <ul style="list-style-type: none"> • As restrictions lifted, the Library was able to resume outreach activities in early summer. Activities initially focused on outdoor opportunities including festivals and park pop-ups. As schools and organizations became more comfortable with external visitors, the Library has increased its presence there. • To revitalize the Black Heritage Collection the Library hosted community conversations with the local Black community to understand changing needs and interests. Based on community feedback the collection profile has been updated and new titles purchased. Catalogue records have been updated to make the collection findable. A launch of the improved Black Heritage Collection will take place in 2023. • Seeing an increase in homeschooling during the pandemic the Library hosted community conversations with homeschoolers to better understand their needs and how they could be supported by the library.
Analysis of Key Performance Indicators	<p>Ongoing analysis of key performance indicators and the monitoring of research allows staff to develop responses to trends impacting the library industry and the community. Using Enviroic Analytics staff are able to use Library data along with a variety of marketing databases to understand customer demographics, behaviours and opportunities. In 2022 MPL used consulting hours available from Enviroic to study factors impacting post-pandemic recovery in relation to library visits.</p> <p>Library staff monitor external websites and social media sites for reviews and comments in order to monitor MPL's reputation and to learn about customer experiences and expectations of Library products and services. These reviews have become increasingly important as more and more people are reading online reviews before engaging with a brand. In 2022 96% of Ontarians are influenced by online reviews and 90% trust these as much as personal recommendations. [Statista]</p>
AskMPL online chat service	<p>Implemented in 2020. AskMPL responded to the need for customer service assistance when branches were closed. As branches reopened with limited service, there remained a demand for this 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. Through</p>

	<p>AskMPL staff gain valuable insights into how the community engages with library services.</p> <ul style="list-style-type: none"> In 2022 staff assisted customers through 11006 chats an increase of 14.5% over 2021
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. At the start of 2022 six branches had reopened and were operating at 50% capacity. Contact tracing and vaccine requirements remained in place for library users until mid-March. The Cornell branch reopened in May with limited hours and services. Regular hours and services were restored in mid-August. The Milliken Mills branch, undergoing construction to install a sorter and enhance the lobby, reopened in late October. In-person library programs were re-introduced in the spring, first with outdoor programs and then, in June, with in-branch programs. Camps were offered for the first time in 3 summers with reduced capacity. In June the Library relaunched its makerspaces and introduced musical instrument lending. By November all branches were re-opened and offering full services except Sunday morning hours which will be re-established January 2023.</p> <p>Three years of service disruptions has impacted in-branch usage and staff have made significant efforts to encourage the community to re-establish their library habit. Marketing campaigns, community outreach, the reopening of study spaces and family maker-festivals in the branches have contributed to a steady increase of visits and borrowing over the year.</p> <ul style="list-style-type: none"> Staff collaborated with 15 local social media influencers including 9 which targeted the Chinese community. The posts had 3,500+ engagements generating buzz in the community about the reopening of the makerspaces and resulting in a 300% increase in makerspace bookings. Staff reached 4,500 people through outreach visits in the community In 2022 51% of library programs were virtual, 6% were outdoors, 2% were held in the community and 41% were held in branch.
Services to At Risk and Marginalized Populations	<ul style="list-style-type: none"> MPL offers a significant proportion of its programs 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. The Library offers computer use, photocopying and scanning to support community members without home computer and/or internet access. Through CELA, MPL provides access to resources for those with print impairment including any learning, physical or visual disability that prevents a person from reading conventional print. CELA resources are provided directly to the customer through conventional mail or digitally. Eliminated overdue fines 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.

	<ul style="list-style-type: none"> ○ The Library ran a campaign to reconnect with members who were children or teens and had outstanding fines. It also ran a month long library card campaign for children and teens. As a result 3000+ inactive members re-engaged with the library. ○ <i>I like that children can start with no fees and build up in responsibility.</i> (customer comment in Counting Opinions) ● Through Brainfuse the community provides access to free live-tutoring for students in grades K to 12 and for adult learners. Students can receive one on one assistance between 2pm and 11pm in math science, reading, social studies, history, geography and language arts. Free learning programs for adults are available through Mango Languages, Universal Class, and Udemy providing a wide variety of skill-building and special interest courses. ● Dementia Care Kits were introduced for those experiencing the effects of dementia or other cognitive difficulties. The senior population in Markham is growing as it is across Canada – there are over 500,000 people experiencing dementia today, with a projected 912,000 to have dementia by 2030. These kits are for caregivers to use with someone experiencing cognitive decline and were selected to provide stimulating activities or trigger memories and spark conversation. The opening collection included 60 kits available at 3 branches including a variety of DVDs, books, card games, manipulatives and sensory activities. Each kit includes staff-created suggested activities to guide caregivers in the use of the kits.
Multilingual Collections and Newcomer Services	<p>The Library meets the needs of users whose first language is not English with print and digital collections in 14 languages. The Library provided a variety of programs and resources to help newcomers navigate their environment providing information about local resources and language learning opportunities. Educational and cultural programs helped newcomers connect with Markham and learn more about Canada's history and culture. Through community partners MPL offered programs and workshops in the languages of the community including early literacy programs, and workshops related to job hunting, wellness, legal rights, computer skills and social opportunities. Library staff continued to work with settlement agencies, York Region and a network of York Region public libraries to further understand the changing landscape of settlement.</p> <ul style="list-style-type: none"> ● More than 2,200 participants in programs aimed at newcomers ● 48 programs were offered in languages other than English with several more offering translation through community partners.
Collections in alternative formats	<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 reading. Audiobooks are available in digital format, on CD or in PlayAway formats. 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>
Facility Improvements	<p>There were several facility improvement projects in 2022 that improved safety and accessibility, and the customer experience including:</p>

	<ul style="list-style-type: none"> • Repairs to the south entrance of the Markham Village Branch were completed to address the structural integrity of the entrance. Steel beams under the deck were re-enforced and to prevent backflow of water from melting snow and ice, a drainage system was installed and the grade of the concrete pad was sloped away from the entrance eliminating the root cause of corrosion of the deck. • Through the Investing in Canada Infrastructure Program (ICIP) drinking fountains at Unionville and Markham Village branches were replaced with touchless water fountains. • Unforeseen repairs were made to Unionville's HVAC system and the heat exchangers replaced in order to ensure appropriate heating in cold weather seasons. The HVAC system will be replaced in 2024 through life cycle. • Interior and exterior security cameras were updated at Markham Village Library • Through the Library's life cycle, the sorter at Thornhill Community Centre was replaced which included minor changes to the wall to retrofit the exterior book return. • The Milliken Mills lobby enhancement project included removing the existing men's and women's washroom to create a new, accessible Family Washroom, a refreshed lobby space and the addition of a sorter. Work continues in the branch with painting and shelving replacement scheduled for early in 2023 to further enhance the space. • Improvements were made to the Business Hub at Aaniin including the installation of lockers which will serve as both mailboxes for members receiving mail and as a secure place to safely store laptops or small personal items. A study bar and community information board were also installed in the space.
Diversity Equity and Inclusion (DEI)	<p>Diversity, Equity and Inclusion (DEI) are fundamental values of public libraries and inform MPL's services, collections and programming. In 2022 the Library took several steps to continue to bring about positive change and address issues of DEI:</p> <ul style="list-style-type: none"> • Updated the Diversity, Equity and Inclusion strategy reflecting action plans in the City's revised <i>Diversity Action Plan</i> and new <i>Eliminating Anti-Black Racism Action Plan</i>. There are 3 overarching goals of the revised Strategy with the first focusing on cultivating organizational values of inclusion, diversity, equity, respect, ally ship and access. The outward facing goal of the Strategy aims to leverage awareness and broaden community understanding of local and global issues. The third goal focuses on services and policies to foster inclusion, diversity, equity and access. • The Library hosted community conversations for residents identifying as Black to provide input into the Black Heritage Collection and Library services. Originally developed through community action, the Black Heritage Collection was a feature of the opening of the Milliken Mills branch in 1990. In 2022 staff began the work of revitalizing the collection to reflect the changing interests and needs of the local Black community. Based on community feedback the profile of the collection has been updated to include more items written by

	<p>Black authors and reflective of Black perspectives and voices including both fiction and non-fiction titles. The revitalization of the Black Heritage Collection increases the depth of the collection, supports the City's Eliminating Anti-Black Racism Action Plan and creates a more inclusive, equitable collection for the community.</p> <ul style="list-style-type: none"> • Revised C3 banner signage at all locations. Images were removed as they need ongoing updating to remain appropriate and free of stereotypes. The font size was increased and background colors standardized to allow strong contrast between the text and background. • Completed a diversity audit of the Library's physical and digital collections evaluating the collection across twelve topics pertaining to diversity, equity and inclusion. Following the audit staff were provided with training opportunities to assist them in identifying and selecting titles with diverse themes for Library programs and when assisting customers. • Updated subject headings for Indigenous peoples to reflect current practices and ensure that the language used to discover items in the collection is respectful of the communities those items represent. Currently the standard subject headings established by organizations such as Library and Archives Canada and the Library of Congress use language that includes biases and norms reflective of the time in which the subject headings were created. While work is underway to update these standards there is currently no change to the national standard. MPL adopted new subject headings developed by the Greater Victoria Public Library in consultation with the University of Manitoba and Indigenous peoples. Staff updated 2,627 items relating to First Nations, Inuit, Metis and other Indigenous peoples to be more accurate, inclusive and respectful. • Added diversity, equity and inclusion statements to the Collections Policy, Programs Policy and Job Descriptions • Internally, the 2022 Staff Conference focused on EDI principles and learning. Training prioritizes Inclusion, Diversity, Equity and Access and is the major representation of training hours. All new staff are required, as part of their onboarding process, to complete training in unconscious bias, Anti-Black Racism, 4 Seasons of Reconciliation, and Customer Service training which includes modules about accessibility and intersectionality.
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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, justifying the investment of taxpayer dollars.	
Monitoring financial conditions	As outlined in Executive Limitations 2c and 2d, the Library reported compliance with the financial conditions and activities of the Library.
Industry benchmarking	The Library participates in industry surveys, collecting key performance indicators, including the <u>Canadian Urban Libraries Council</u> and Ontario Ministry of Tourism, Culture and Sport <u>Annual Public Library statistics</u> to benchmark against other library systems. The Library consistently demonstrates its efficiency against comparator libraries.

Economic Impact Study	The Library's <u>economic impact study</u> 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	<p>Storytimes 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. MPL's storytimes incorporate the 5 key practices identified by <i>Every Child Ready to Read</i> research: reading, talking, singing, writing and playing. Storytimes also provide an opportunity for socialization. As library services re-opened, the Library was able to incorporate socialization opportunities as we transitioned back to in-person storytimes and discontinued the less interactive virtual program. Staff reintroduced storytimes first with outdoor storytimes in May then in June also began offering in-branch opportunities.</p> <ul style="list-style-type: none"> • 460 storytime sessions with 9,986 participants • 80% of survey respondents indicated they were more aware of library services and resources and 72% indicated they had increased confidence in helping their children learn. • In-branch storytime participation remained steady throughout the year but never reached the attendance of outdoor storytimes. In-branch storytimes averaged 19 participants per session while virtual storytimes saw an average of 17 participants and outdoor storytimes an average of 27. Some parents expressed concerns about in-person preschool programs because COVID vaccines for that demographic were not available until August followed by concerns about RSV in the fall. 	

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. After two summers in a virtual-only format this summer the program was offered in a hybrid model. Participants from 3 to 12 years were incentivized to read for pleasure. They were able to participate in weekly meetups, both virtual and in-person. Recognizing that learning loss has been significant over the pandemic and the gap widens during the summer months, staff incorporated grade appropriate learning activities into the meetups. Again this year MPL collaborated with York Region and Durham libraries to plan and offer virtual events the highlight being a visit by astronaut Chris Hadfield.

- participants logged 200,750 minutes of reading
- an average of 16 children attended each of the 24 meetups to share reading recommendations and participate in learning games developed by staff
- participants completed 547 learning challenges during the program

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. This year the community chose *Have you Eaten Yet? Stories from Chinese Restaurants Around the World* by Cheuk Kwan. *Have You Eaten Yet?* is both entertaining and thoughtful, merging politics, culture, family and food through the stories of family-run Chinese restaurants across the globe. Programs associated with Markham Reads included virtual book discussions in Cantonese, Mandarin and English with the author participating in the Mandarin language discussion. The Library also hosted a lively in-person conversation with Cheuk Kwan who engaged the audience with stories of food, travel and film-making as well as a conversation about race and belonging. Other programs included two virtual cooking programs which invited participants to cook alongside local chefs to make siu mai and scallion pancakes. Through posterboards in the branches the community also shared their recommendations for favourite Chinese dishes and restaurants in Markham.

- 1,131 checkouts of *Have You Eaten Yet?* Despite having no audiobook format this is the highest number of checkouts for a Markham Reads title to date
- 280 people engaged in programs related to the book
- a participant at the conversation with the author told participants she was excited to attend the program because the book had had such a significant impact on her own sense of belonging. Mr. Kwan also enjoyed the conversation with the community and after the program declined to invoice us for the agreed upon authors fee.

Book clubs continued to meet 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. A monthly LGBTQ+ book club provided the LBBTQ+

	<p>community with a safe space for discussion. Staff made changes to the format of book clubs which will improve access to titles and offer increased diversity in topics and authors when introduced in 2023. 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.</p> <p>MPL participated in other community reads such as OverDrive's Big Library Read and Together we Read. These digital book clubs connected 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. <i>Together We Read</i> focuses on Canadian titles while the <i>Big Library Read</i> has a broader, global selection of titles. One eRead Canada is an initiative similar to One Book One City programs (Markham Reads) but on a national scale and in a digital format. This year's title <i>Tatouine</i>, by Jean-Christophe Réhel connected readers to each other through a story highlighting the complexity and tragedy of the human condition and our capacity for turning the struggle of existence into a source for amusement.</p> <p>Staff introduced a new reading program aimed at children up to Grade 8. <i>Between the Lines</i> is a self-guided reading program designed to increase reading engagement particularly for Grades 4 to 8, a time when reading for pleasure tends to decline. Monthly themes and suggested reading lists are posted in the branch, posted on the website and sent to parents via email. Staff continue to develop the program with a plan for including reading awards and a social media presence</p> <ul style="list-style-type: none"> • <i>Between the Lines</i> has an email subscriber list of 2100 with a 48% open rate <p>With re-opening and staff returning to the branches the Library created a Reader's Advisory Committee to support the Library's goals in the area of reading to transform lives. This team works together to coordinate activities such as creation of virtual and in-branch displays and suggested reading lists that compliment scheduled programs or that acknowledge times of observance or awareness (e.g. Lunar New Year, Pride Month, mental health awareness days, etc.) The team also works on delivery of reading related programs such as <i>Between the Lines</i>, the new book club format and a bibliotherapy program. Introduced in the Fall, <i>Shared Reading</i> is a bibliotherapy type program that combines reading and talking about books, stories, poetry and music to achieve a more positive sense of wellness. Following a reading of excerpts from literature, participants connect with each other through a guided discussion. Topics have included resilience, loneliness, forgiveness and failure.</p> <ul style="list-style-type: none"> • The monthly NextReads eNewsletter features a selection of staff created reading lists and is sent to 14,000 subscribers with an average open rate of 42%.
Diverse collections	Library staff continuously monitor demographic trends in Markham to ensure collections are reflective of community needs and interests. As well as

	<p>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>The library introduced new collections in 2022 including Dementia Kits (see <i>Level 1: Services to At Risk Populations</i>), and musical instrument lending. Other non-traditional collections available for borrowing include launchpads. Aimed at children these tablets are pre-loaded with ad-free, high quality apps with content that spans subject areas from math and science to critical thinking and creativity. Also available are Ontario Park Passes, Enviropacks (environmentally themed backpacks with books and activities that connect families to the outdoors), energy meters, Daisy players (supporting audiobook CDs in accessible formats) and Wonderbooks, a picturebook in a self-contained audio player.</p> <p>As the Library re-opened staff re-introduced digital equipment lending (cameras, specialized microphones and equipment for digital creation), toy lending and The Lendery (sports equipment, hand tools and small appliances). In continued partnership with Markham Cycles, a collection of bikes for adults and children as well as eBikes, a tandem bike and bike trailers could be borrowed. While there are a handful of libraries that have a bike collection the MPL community partnership model is unique and has generated interest from other library systems with a similar model now in place in Newmarket.</p> <p>A musical instrument lending library launched at the Markham Village Branch in June in conjunction with the Markham Village Music Festival, receiving terrific reception with every instrument in the collection borrowed the first weekend. Learning music is known to improve memory, develop creativity and improve math skills. The library recognizes that buying a musical instrument can be a significant financial investment and through this collection is providing equitable access to resources for the community. The collection includes adult and child sized instruments such as guitars, violins, banjos, keyboards and drums as well as culturally diverse options such as a taja, djembe, calbasa, kalimba and a Native American style hoop drum. To further encourage development of musical talent the Markham Village branch also features a state-of-the-art sound booth for music recording.</p> <ul style="list-style-type: none"> • Pre-launch social media promotion of the collection reached 10,000 people on Facebook. Articles about the launch were published in the Economist & Sun, Markham Review and Toronto Star. • 625 checkouts of musical instruments since the launch • <i>This is fabulous news! I'd love to try this. I wanted to learn music so much as a kid but was not allowed.</i> - Facebook comment
Quality spaces	<p>As branches re-opened study rooms were again a popular reason for visiting the library. In 2021, COVID-friendly changes were made to study room guidelines and booking practices to ensure safety of users. As pandemic restrictions were lifted and risk reduced, staff began to ease restrictions and increase room capacity to accommodate the demand.</p>

	<ul style="list-style-type: none"> • 25,231 study room bookings in 2022 <p>Makerspaces reopened in June with Angus Glen and Markham Village branches also featuring new opportunities for making: a sound studio at Markham Village and a laser engraver, vinyl cutter and heat press at Angus Glen. Promoting the re-opening, a Makerspace Open House at Aaniin drew 500 people while family-oriented mini-maker festivals throughout the summer had similar success. Staff worked with local social media influencers offering the experience of making DIY projects in the space in exchange for content promoting MPL's makerspaces. A sub site of MPL's website was created to support makerspace orientation. To give all makerspaces a cohesive look, branded signage and banners were created and installed. Solutions for wayfinding were also developed to ensure findability of the spaces. .</p> <ul style="list-style-type: none"> • 446 people became certified users of the makerspace • 211 people participated in instructional programs related to using makerspace equipment • 388 people had a one on one learning session with a Digital Literacy Specialist <p>As library services resumed the website evolved to respond to the changing information needs of customers. The site required frequent updating as pandemic restrictions were lifted, services were restored and new services added. Navigational improvements made the increased website content more findable.</p> <ul style="list-style-type: none"> • The catalogue was enhanced with records for the Hoopla collection so that customers now have direct access through the catalogue to Hoopla and OverDrive collections without leaving the Library's site. • a new Teen Room was added to the OverDrive platform which now provides distinct spaces for kids, teens and adult content • CBC Corner was added as a digital portal consolidating a range of CBC and Radio-Canada content and resources into a single point of access. • 130% increase in website users over 2021 with viewers engaging with more content • 71 promotional banners were created for the website resulting in 67,043 click throughs for further information. • 290 lists were created to promote MPL's collections with 18,678 clicks • <i>eBooks, learning events and website is comprehensive, easy to use</i> (Customer comment from Counting Opinions) <p>The Library's social media channels are an extension of MPL's virtual space raising awareness, sharing the MPL story and engaging the community to start conversations. 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. Weekly eNewsletters ensured the community remained informed about reopening plans as well as providing updates about new service offerings, collections and upcoming library programs. In 2022 staff implemented an automatic welcome email to all new</p>
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	<p>cardholders to encourage their ongoing use and engagement with the library. In 2022 the Library also ran several successful influencer campaigns to encourage library card sign ups and use of the makerspace.</p> <ul style="list-style-type: none"> • Promotions for the re-opening of the Cornell Branch were able to reach 21,000 people through Facebook advertising. • 1700 new fans on social media • 127 email Newsletters were sent out with 534,956 opened and 200,000 click throughs to content on the Library's website. The Library's open rates average 45% and are strong compared to the NFP sector (32.9%) and the Education sector (21.3%)
Life Long Learning	<p>In-person summer camps returned with a focus on STEAM concepts including a new Artificial Intelligence camp. Since most pre-pandemic campers had aged out of camps and there was also a complete turnover of camp staff, 2022 was viewed as a year in which positive experiences were critical for rebuilding. Camp capacity was reduced to allow for better social distancing and an enhanced learning experience. Protocols were put in place to minimize COVID spread within camps and camp activities were reimaged so that children could engage in smaller groups. 51 camps were offered through July and August with almost all fully registered.</p> <p>Research has indicated that the pandemic has had a negative impact on student's academic achievement particularly for vulnerable populations. School closures have disrupted educational programs for students with learning disabilities. The Library has responded by increasing the number of school support programs offered. Staff increased the number of Reading Buddies programs offered as well as increasing the grade-specific Reading to Success program for Kindergarten through Grade 2, a key period for building confident readers. The Library added several new reading related programs for children including Read and Write with Me for children up to Grade 5, the Phonics Club for beginning readers, and Show and Share, a weekly, themed-book discussion program for Grades 3 and 4. The Love of Language (LOL) Club provided newcomer youth an opportunity to practice English communication, vocabulary, writing and reading skills through fun activities while also fostering new friendships.</p> <p>Staff sought new community partners in order to develop math and science related programming for students: Tips and Fun with Math, Minds on Math, Science Wiz, and several science workshops on animals, the environment, and conservation.</p> <p>For Teens the Library offered a math support program, exam writing workshops, virtual University and College Fairs, and several workshops related to planning for post- secondary education.</p> <p>Programs for parents focused on supporting children's education and included school readiness, understanding the Ontario curriculum to support student learning, and understanding the IEP (Individual Education Plan) in Ontario's school system</p>

	<ul style="list-style-type: none"> • <i>very impressed with the free programs for all ages to give hands on lessons (e.g. coding for kids, high school students to give background about university/college, working force resume writing and interviews, senior wellness, etc. (Customer comment from Counting Opinions)</i> <p>Recognizing an increasing number of families choosing homeschooling, the Library introduced a weekly meetup for homeschoolers. In the summer, staff held community conversations with parents who are homeschooling to gain insight into how they wanted to be supported by the Library. A pilot drop-in program was established in September providing opportunities for socializing and unstructured learning. Staff arrange for a program on a monthly basis which has included guest speakers from the community or the staff's Digital Literacy Specialist providing a STEAM related lesson and activity. Homeschoolers participated in a Science Fair creating project boards displayed in the branch. Participants of the English Conversation Circle, a program meeting at the same time as the homeschoolers, listened to the student presentations and asked questions. Based on that success, the two groups planned further collaborations including a holiday craft program at their last class of the year.</p> <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, Diwali, International Women's Day, Pride, Black History Month, National Aboriginal Heritage Month, Truth and Reconciliation Day, Abilities Awareness Month, 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>. In 2022 the Library added Udemy to the suite of learning databases. Udemy connects learners to video-based courses taught by leading experts in business, technology and more. Thousands of on-demand video courses are available to meet the professional goals and personal interests of the community.</p> <p>The Library continued to partner with York U to deliver Scholar's Hub @ Home. Now offered fully virtual and in collaboration with other York Region libraries the series continues to offer high caliber lectures on a broad range of topics. Lectures this year included topics related to the war in Ukraine, the environment and the impact of COVID on families, youth and employment.</p>
Wellness Programs	<p>With the continuance of the pandemic, programs related to mental health, stress management and mindfulness were in high demand. Meditation programs were expanded to include programs for children, teens as well as in languages other than English. Parenting programs have always been well attended however interest has shifted from sleep, nutrition and behaviour management to programs related to anxiety or supporting school re-entry.</p>

	<p>Other popular programs included those supporting aging included programs to help people understand and support those with Alzheimer's. The convenience and sense of confidentiality in the virtual platform has proven to be a successful and customer preferred model for wellness programs.</p> <ul style="list-style-type: none"> • 5,000 participants in wellness related programs • 654 participants in infant hearing clinics, introducing young families to library services

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>With the return of summer camps, in-branch volunteer opportunities returned in 2022. Students found it difficult to volunteer during pandemic lockdowns and have been eager to re-engage with the library for volunteer opportunities. During the school year students have preferred the virtual opportunities which eliminates travel requirements (often a parent responsibility) and as a result volunteer dependent programs such as Reading Buddies have been offered predominantly online. Parents of Reading Buddies participants also seem to prefer the convenience of the virtual program with registration in virtual outpacing that of the in-person program. Economic pressures have also impacted volunteer participation with several potential volunteers declining opportunities due to the cost of the required Vulnerable Sector Check (VSC). As a result staff are in the process of re-evaluating requirements and working to develop opportunities that would not involve connection with at-risk populations thereby removing the need for the VSC.</p> <p>Teen volunteers also participated in opportunities to connect with socially isolated groups through letter writing campaigns to seniors and veterans. Through partnered programs adult volunteers supported English conversational programs and programs aimed at older adults. As a reward system volunteers are eligible to participate in MPL's life skills programs which include workshops on financial literacy and planning an academic path.</p> <ul style="list-style-type: none"> • 361 volunteers provided 4073 hours of volunteer service to MPL • In his interview one volunteer shared that he wanted to volunteer specifically with the Reading Buddies program because he participated in the program himself and as a new Canadian the program really helped him with his English. • Students interested in teaching careers often volunteer for camps and children's programs to gain experience for their teacher's college application. These students also provide valuable feedback about Library programs and services. 	

Economic Development	<p>The Library supports the employment needs of the community with workshops to build resume and interview skills, and access to community and Library resources. The Library's online databases and virtual courses help the community acquire the skills and knowledge they need to succeed in the workforce. The Library's spaces allow for studying, for coming together to collaborate and for using the computers and internet to bridge the digital divide. Makerspaces also help build digital skills required in the workplace while also providing opportunities to foster innovation and entrepreneurship.</p> <p>Programs provided insights into different career fields, discussed legal aspects and marketing tactics for entrepreneurs and provided guidance on networking and job seeking. In 2022 there was a shift in program interests with more people attending programs on finances and investments than attending job skills workshops. This is also evident by the use of Morningstar, an investment research database added to MPL's collection in January. Staff anticipate that as inflation and interest rates climb and with a potential recession ahead this trend will continue and are adapting programs to meet the anticipated demand. The most popular career related program was a 4 part series <i>Career Recharge</i>. The series explored topics of resilience, stress management, workplace bias, marginalization and barriers to access and inclusion.</p> <ul style="list-style-type: none"> • 120 business-related programs with 3,375 participants. • 80% of participants intend to apply what they learned, 60% stated they were more knowledgeable and confident in establishing a new business. (Project Outcome participant surveys) • 1,979 Morningstar sessions making it the 6th most used database in MPL's collection. • 4,370 sessions logged with MPL's business and career databases • <i>The most recent addition of Morningstar to library members is a gem. Offers professional insight into financial literacy, knowledge and real world market news which empowers library members with greater ability to make in-depth decisions for themselves.</i> (Counting Opinions comment) <p>The Library received a grant of \$25,000 through the My Main Street Community Activator program to animate the trails and Main Streets near the Markham Village and Unionville branches. The grant supports the revitalization of local neighbourhoods and reimagining of public spaces. The resulting MPL Trail Project highlights the natural and cultural history of the area through storytelling and programming, emphasizing the wellness benefits of nature while attracting visitors to the two Main Streets. Programs included Indigenous eco-tours, guided storywalks, and geocaching activities. Students at a local high school developed a downloadable trail app which features trail maps and points of interest. Throughout the trails QR Codes provide access to content on the Library's website including audio stories told by four local artists that were inspired by the natural and cultural beauty of the area. In 2023 The Library will expand this project to include a collection of items that can be borrowed to enhance the hiking experience. These include walking poles, ice grips for shoes, binoculars, fishing nets, rechargeable hand warmers and more.</p>

	<ul style="list-style-type: none"> • 13 MPL Trail programs with 387 participants • <i>There was a couple who were celebrating their 47th anniversary and chose to share it with us ...and we had a grandma and her little granddaughter join and she shared a poem later in the session. It felt very warm and community-centered</i> - feedback from the presenter of one of the Storywalks
Community Connection	<p>The Library offered programs designed to connect people with each other and share ideas.</p> <ul style="list-style-type: none"> • 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. • Seniors enjoyed a variety of program opportunities to socialize online with virtual games and conversations. Offered in the fall, <i>Minds in Motion</i> provided a weekly opportunity for Mandarin Speakers to gather virtually and participate in activities designed to provide mental and social stimulation. • In collaboration with the Legacy Project, MPL offered <i>I Want Everything to Be Normal Again</i>, multigenerational programs designed to spark conversation and intergenerational connection. • 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. <p>The Library resumed in-person outreach visits in May with a new outreach strategy developed to reconnect with the community and get the community back into the library-visiting habit. Throughout the summer staff “popped-up” in parks across Markham where they engaged families in library activities. These pop ups were also part of the library card membership campaign aimed at increasing active membership. Other priorities for outreach included supporting students in their academic recovery and supporting early literacy and digital literacy. Organizations’ such as Seniors Centres which have been part of MPL’s outreach activities in previous years still exhibit some reluctance to allow visitors. Staff continue to reach out to these groups virtually.</p>

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director, Strategy & Planning

DATE OF MEETING: January 23, 2023

SUBJECT: **Strategic Plan Update**

RECOMMENDATION:

That the report “Strategic Plan Update” be received.

BACKGROUND:

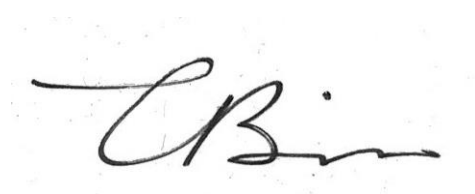
The purpose of this Report is to update the Board regarding the year-end status of MPL’s 2022 Strategic Work Plan.

Current State

As noted in the CEO’s Highlights Report (3.0), the City, like all Ontario municipalities, is currently coming to terms with the budgetary and other disruptions associated with Bill 23.

Accordingly, and pending City decisions regarding budget and 2023 municipal priorities, our 2023 Strategic Work Plan has not been finalized. In addition, a staff meeting to review MPL’s Organizational Strategy and ensure its alignment with our strategic plan and municipal priorities, has been scheduled for February 14th.

Our 2023 Strategic Work Plan will be finalized thereafter and reported to the Board.

A handwritten signature in black ink, appearing to read 'CBiss', is positioned above the printed name and title of the signatory.

Catherine Biss
CEO & Secretary-Treasurer

APPENDIX A: Strategic Plan Update Year-End 2022

APPENDIX A: Strategic Plan Update Year-End 2022

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
GOAL 1: Reading to Transform 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 individuals and families in transformative reading experiences. The Library promotes reading as a means to literacy, critical thinking, creativity, and empathy.			
Objective 1.1 Leverage our unique reading-related assets (collections, expertise, services and programs) to engage families with the Library's literacy programs, collections and services in both digital and in-person formats.	Implement Content Strategy initiatives regarding family literacy.	<ul style="list-style-type: none"> Improve findability of and access to children's special collections to support parents in finding relevant material for their families' needs. 	Completed.
		Ongoing improvements to website to amplify user engagement with collections .	Targeted newsletters promoting collections, resources and programs (wellness, newcomers, and business).
	Introduce digital tools to support digital early literacy skills for pre-schoolers.	Launch Kids Makerspace at Cornell	Completed.
Objective 1.2 Promote Library content that supports formal and informal learning opportunities for lifelong learners, as well as the academic success of students.	Expand MPL's offering of non-traditional collections to support different learning styles.	Expand lendable collection of Digital Media Lab (DML) equipment .	Completed. Also launched collections focused on functional literacy, dementia and autism.
	Launch online resources to provide learners with 24x7 access to reading resources and academic support.	Launch new eLearning platform Udemy , offering access to self-paced video courses for in-demand skills.	Udemy was launched in June 1, 2022.
	Deliver resources that support skill development for	See Udemy above as one new digital resource that supports this.	See above.

AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
	workplace skill upgrades and workforce re-entry.		
Objective 1.3 Reduce barriers to membership and Library use.	Launch fine-free access for youth.	Evaluate fine-free pilot , and develop recommendations for next steps.	Deferred to 2023, due to continuing service restrictions during 2022.
	Launch online library card registration.	Continue to promote eCards .	Social Media influencer campaign promoting digital collections and ecards.
	Introduce mobile library solutions to under-served and hard-to-reach residents.	Business case for mobile library in development.	Conducted summer pop ups in community focusing on underserved areas.
Objective 1.4 Provide resources in a range of formats and languages to ensure collections are balanced, inclusive and accessible .	Complete Inclusion Audit for MPL's collections (multi-year project).	<ul style="list-style-type: none"> • Complete Audit for Family Storytime collections audit. • Conduct Diversity Audit of both digital and print collections. • Update Indigenous Subject Headings to reflect current best practice. • Complete diversity audit of all staff program collections. 	Completed inclusion audits and launched improvement measures. Completed. In progress.
	Expand collections to support functional literacy ¹ development.	Expand and increase visibility of MPL's Hi-Lo collection, focusing on developing functional literacy .	Expanded collections to support functional literacy development.
	Develop a curated Black Heritage collection.	Working with partners in the community, review, update, and relaunch the Black History/Heritage collection at Milliken Mills.	Completed. Supports community interest in Black Lives Matter and the City's Diversity Action Plan and Anti-Black Racism Plan.

¹ Functional literacy refers to the reading and writing skills needed to manage daily living and employment tasks.

AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
Objective 1.5 Promote the value of reading for pleasure as something that supports strong educational outcomes, increased empathy, improved relationships with others, better mental health and overall wellbeing.	Expand lending collections, accessibility tools and inclusive content for those with print and other disabilities.	<ul style="list-style-type: none"> Expand our collections that support individuals on the autism spectrum and their families or caregivers. Pilot a collection for older adults dealing with dementia. 	Completed.
	Launch services and content to support wellness and cognitive health through reading fiction.		<ul style="list-style-type: none"> Bibliotherapy programs. Virtual book clubs that address themes of diversity, mental health, etc.
	Develop public awareness campaign to promote the benefits of reading for pleasure.	Develop Readers' Advisory Content Development Working Group responsible for development of ongoing content for website.	Published 50 blog posts and 160 Staff Picks lists YTD to promote collections online.
	Expand events and programs that celebrate literature, storytelling, reading and book culture.	Transition to hybrid delivery of reading programs (virtual and branch). .	<ul style="list-style-type: none"> Between the Lines reading program for school age children. Reading Buddies virtual program. Reading to Success in partnership with YPAM returned as a weekly virtual program. Markham Reads programs re 2022 pick: <i>Have You Eaten Yet?</i>
		Transition to hybrid delivery of Summer Reading programs (virtual and in-branch).	Completed transition to a hybrid model with meetups and reading tracked through app.
Goal 2: Limitless Learning			

AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
<p>The Library complements formal education and extends learning beyond the academic experience.</p> <p>The Library facilitates curiosity, self-directed learning and personal growth through all stages of life.</p> <p>We concentrate on readying children for school, providing opportunities for individual development, preparing people for employment and citizenship, and helping people build skills they need for the digital environment.</p> <p>We grow a community of learners through all phases and stages of life.</p>			
Objective 2.1 Provide tools and resources that support individual learning goals throughout every stage of life.	Expand online learning resources and skill development programs .	Launch <i>Morningstar Investment Research Centre</i> database to support customers' financial literacy needs.	Completed. Programs included: <ul style="list-style-type: none"> • Business Legal series; • Career re-charge. • Interview and job-seeking. • Academic upgrading in partnership with Seneca; • Financial literacy workshops for children; • Budgeting and finance programs for adults.
	Provide spaces and open hours that support needs of students and entrepreneurs of all ages.	Re-open study rooms .	Study rooms re-opened with a booking system implemented to manage demand.
	Support experiential learning, creativity and experimentation through the expansion of MPL's makerspaces and STEAM resources.	<p>Develop website content for makerspaces that supports the in-branch experience and learning.</p> <p>Launch programming to support music creation and instrument lending at MV.</p>	<p>Completed, including branding.</p> <p>Opened Sound Recording Studio at Markham Village.</p> <p>Re-opened Aaniin and Angus Glen makerspaces.</p>

AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
Objective 2.2 Deliver a multi-faceted, inclusive and equitable lifelong learning strategy to address barriers to success in formal education.	Partner with organizations to provide learning supports and resources that address gaps in formal education.		Partnered with YPAM Virtual Reading for Success program
	Provide remedial support for reading, math and sciences.	Launch revised remedial reading programs (e.g. Reading Buddies).	Expanded remedial programs for reading, math and sciences to support school children returning to re-opened schools and engaging children in STEAM learning opportunities.
	Provide services that support students and parents in distance learning, online learning and home-schooling.	Expand collection of textbooks and test preparation resources (both digital and print) for students of all ages.	Completed. Launched a services package for home school groups.
		Reintroduce storytimes.	Reintroduced in-person Family Storytimes.
		Programs to complement the media literacy curriculum at school.	Cybersecurity / cyber fraud workshops for seniors, various cyber safety workshops for children and teens.
		Support post-COVID return to schools for in-person education.	Parenting workshops re managing anxiety as children return to school, behaviour management.
Objective 2.3 Provide Markham residents and entrepreneurs with skills and literacies to build their confidence and resiliency to participate fully in the	Expand services and content to support individuals developing employment skills, retraining and accreditation.	Launch of membership-based Business Hub for local entrepreneurs at Aaniin.	Completed.
	Implement networking and mentorship	Participate on Economic Development Strategy	Worked with City HR to develop new Job Seekers webpage

AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
economy, including the local job market.	opportunities for new local entrepreneurs.	project team with departmental focus on supporting: <ul style="list-style-type: none"> • Implementation of workplace skills and digital training and programs. Expand digital resources and platforms for in-demand business and tech skills, and financial literacy. • Provision of public space and equipment to support entry-level entrepreneurship, innovation and start-ups 	featuring career related resources. Page is also linked to from City portal.
Objective 2.4 Equip community members with digital literacy skills to enable them to learn, connect, engage and work online.	Implement Digital Literacy Strategy supporting the Digital Markham plan.	Continue to implement the refreshed Digital Literacy Strategy .	Introduced refreshed service model for makerspaces.
	Expand virtual branch including instructional support and resources.		Introduced virtual 3D printing support and instruction
GOAL 3: Community Social Cohesion 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 contribute 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 close the digital divide and build social cohesion . Markham is the best place to live, invest, and work .			
Objective 3.1 Achieve an inclusive, equitable and accessible workplace and library service through a policy and procedures review and through engagement with the	Implement MPL's Inclusion Strategy.	<ul style="list-style-type: none"> • Support update of the City's Diversity Action Plan and the Anti-Black Racism Plan. • Implement City strategy to combat anti-Black racism, including e-learning rollout to all staff. • Develop curated collections and programs 	<ul style="list-style-type: none"> • Completed. Approved by Council. • Worked with City's Diversity Specialist on Black History Month event, Accessibility programs and Truth &

AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
City's Diversity and Inclusivity Action Plan Update.		<p>to focus on underserved population segments, e.g. Anti-Black Racism, Indigenous issues, individuals on the autism spectrum, older adults dealing with dementia.</p> <ul style="list-style-type: none"> • Complete diversity audit of online and print Collections. • Support the building and strengthening of strategic community partnerships that support diversity and inclusion. 	<p>Reconciliation program.</p> <ul style="list-style-type: none"> • Developed monthly virtual book clubs for LGBTQ community and ELL community. • Changed educational qualifications for Library Services Assistants. (LSAs) to reduce barriers for diverse community members • Expanded opportunities to support youth employment in MPL Page positions. • MPL's 2022 Staff Conference in August include IDEA as a theme to support staff development in this area. • Completed diversity audit is completed for library collections.
	Update MPL's Older Adult Strategy	<ul style="list-style-type: none"> • Develop collection supporting older adults with dementia. • Implement activities of the 7 Generation Markham project in collaboration with community partners 	<ul style="list-style-type: none"> • Completed. • Seniors programs include: • Tech workshops with Seneca; • Cognitive wellness for seniors; • Seniors workshops on fraud, cyber safety; • Social programs and virtual meetups;

AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
			<ul style="list-style-type: none"> Chair yoga, meditation & mental wellness programs for seniors.
	Contribute to the development of the City of Markham's Diversity Action Plan and implement the recommendations.	Launch community conversation series related to Diversity Equity Inclusion (DEI).	Programs on Anti-Islamophobia, cyber hate, being Asian in Markham (Mandarin), the war in Ukraine, impact of Russian sanctions on Canada.
Objective 3.2 Leverage partnerships and the knowledge and expertise of local organizations to deliver social capital initiatives and contribute to the community's social well-being.	Implement Community Development Strategy and Partnership Development Toolkit.	Activate outreach strategy with focus on technology, digital and traditional literacies.	New Outreach Coordinator implementing Strategy focused on re-engaging the community in the library in underserved areas.
	Update and implement programming strategy.		Launched " Re-Imagining Programming " project to engage branch staff in developing branch-based programming.
Objective 3.3 Reduce social isolation 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		Completed.
	Implement Space Use plan to improve branch space allocations to address emerging community needs	Implement revised Study Room Policy.	Completed.
	Leverage Library Branches as Civic Assets in Implementing Municipal Projects.	Grant submission to Main Street federal program succeeded in funding support for trail hubs at the Markham Village and Unionville branches.	Launched the MPL Trail project to leverage branches in encouraging community participation in Markham's outdoor spaces and economic

AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
			recovery of Main Streets.
	Plan new library facilities and renovations of existing spaces.	Milliken Mills Library Renovation (to create a new sorter room and universal washroom).	Completed construction. Re-opened Milliken branch to the public.
Objective 3.4 Enhance knowledge of the community through data and research , and facilitation of community engagement initiatives .	Complete the development of Neighbourhood Profiles for service planning		Complete.
	Implement Business Intelligence Framework to expand community research, outcome measurement, data collection, and reporting capabilities.	Continue focus on outcome measurements.	Launched Bridge/Edge provincial study to evaluate impact of digital services. Ongoing evaluation of askMPL as part of the corporate customer service survey at City of Markham
Objective 3.5 Champion civic discourse 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.	Ongoing.	Ongoing.
	Combat misinformation through information agency and media literacy initiatives.	Ongoing.	Ongoing.
	Support the municipality's digital democracy priorities by facilitating access to online voting and candidate information.	Engage the community in the electoral process in both municipal and provincial elections.	Working with Legislative Services to support online voting and to engage community with municipal elections.

AGENDA 6.2

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2022	STATUS YEAR-END 2022
3.6 Address the digital divide by providing equitable access to technology and resources for success in the digital world.	Launch equipment and connectivity lending initiatives.	Investigate grant opportunities.	Ongoing.
	Expand instruction on utilizing foundational digital tools.	Launch new eLearning platform Udemy , offering access to self-paced video courses for in-demand skills.	Completed.
	Improve MPL's IT infrastructure, public computing and other library technologies.	<ul style="list-style-type: none"> • Improve MPL's public computing infrastructure including both hardware and software (i.e. Public Access Computers (PACs), printers, coin-ops, mobile printing, print and PAC management software, etc.). • Expand Digital Media Labs and Makerspaces to Markham Village and Cornell branches. Also transition to a Windows based environment instead of MAC for better support services. • 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. 	<p>In progress.</p> <p>Opened a Kids Makerspace at Cornell. Opened a Sound Recording Studio at Markham Village, with programming to support music creation.</p> <p>Completed. Will improve efficiency and customer service.</p>

AGENDA 9.1

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

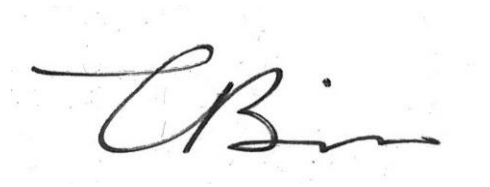
PREPARED BY: Susan Price, Board Secretary

DATE OF MEETING: January 23, 2023

SUBJECT: **Markham Public Library Board 2023 Annual Agenda**

RECOMMENDATION:

That the report “Markham Public Library Board 2023 Annual Agenda” be received.

A handwritten signature in black ink, appearing to read 'CBiss', is positioned above a horizontal line.

Catherine Biss
CEO & Secretary-Treasurer

Attachments: Markham Public Library Board 2023 Annual Agenda of Meetings and Events

MARKHAM PUBLIC LIBRARY BOARD 2023 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
Policy Review								
All policies reviewed and changes made								All policies in Board Package for review and bring forward changes in January
Planning: Strategic Plan								
Update			Update		Update Request Volunteers for fall presentation to Council	Update		
Ends Policy Reports								
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		
Community Engagement Events								
Family Literacy Day Jan 28 Chinese New Year January 22	Black History Month Pink Shirt Day Feb 22	International Women's Day Mar 8 March Break 13-17	National Volunteer Week April 16-22		National Indigenous History Month		Ontario Public Library Week 15-21	

MARKHAM PUBLIC LIBRARY BOARD 2023 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
Finance								
				1. Operating Budget Report 2. Capital Budget Report 3. Auditors Report (May or June)	Auditors Report (May or June) Preliminary Capital Budget Report			
Risk Management								
		CEO's Highlights				CEO's Highlights		
Board & Staff Development								
	OLA Super Conference Feb 1-4							
Internal Monitoring Reports (Compliance List of Internal Monitoring Reports and discussion led by Members)								
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
Board Education								
2023 Priorities: Post Recovery Service		Fine Free: Summary of Findings from MPL's Pilot		Welcome to the MPL Board, Part I: Policy Governance	Welcome to the MPL Board, Part II: Legislative Context for Library Boards	Welcome to the MPL Board, Part III: The Public Library Sector in Ontario		Welcome to the MPL Board, Part IV: Advocacy and Community Leadership

MARKHAM PUBLIC LIBRARY BOARD 2023 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
CEO Performance Review								
BCL-2e CEO Performance Review Policy in Board package		In camera discussion with Board members only Chair to prepare Draft report	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.				
Library Board Meetings								
Jan 23 ZOOM Virtual Meeting		March 27 ZOOM Virtual	April 24 ZOOM Virtual Final meeting current Board Members not returning	May 29 TBD First Meeting Election of Chair/Vice-Chair NEW BOARD	June 26 TBD	Sept 26 TBD	Oct 23 TBD	Nov 27 TBD