

# AGENDA 1.0

## MARKHAM PUBLIC LIBRARY BOARD

### REGULAR MEETING

**Notice of Meeting to be held on Monday, April 24, 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 Delegation: None

1.3 Chair's Remarks

2.0 **Approval of Minutes:**

2.1 Library Board Minutes March 27, 2023

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 cbc.ca/news: CBC partners with Markham Public Library to offer youth Radio Camp

<https://www.cbc.ca/news/canada/toronto/community/cbc-partners-with-markham-library-to-offer-youth-radio-camp-1.6806360>

2.4.2 markham.ca: A Fiscally Responsible Budget That Invests in Excellent City of Markham Services

<https://www.markham.ca/wps/portal/home/news/a-fiscally-responsible-budget-that-invests-in-excellent-city-of-markham-services>

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

3.1 Markham Centre Update (D. Walker)

4.0 **Annual Policy Review**

(To be under taken at the January meeting)

5.0 **Internal Monitoring Reports:**

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

5.1 Executive Limitation: Asset Protection: EL-2e (L. Tolensky /M. Sawh)

6.0 **Ends:**

6.1 Strategic Plan Update (D. Walker)

7.0 **Governance:**

## AGENDA 1.0

- 7.1 OLS Update (Margaret McGrory)
- 7.2 Revised By-Laws (March 2023)

### 8.0 **Ownership Linkage:**

- 8.1 Input from Board Members

### 9.0 **Board Advocacy**

### 10.0 **Education**

### 11.0 **Incidental Information**

- 11.1 Board Meetings Venue Discussion

### 12.0 **New Business:**

- 12.1 The Library and Political Elections Policy

### 13.0 **Board Evaluation:**

- 13.1 Questionnaire Results: Feedback to the Chair

### 14.0 **In Camera Agenda:**

- 14.1 To discuss a confidential personnel matter

### 15.0 **Adjournment**

**NEXT MEETING:**      **Monday, May 29, 2023, 7:00 p.m.**  
                                 **TBD**

## AGENDA 2.2

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Susan Price, Board Secretary

DATE OF MEETING: April 24, 2023

SUBJECT: **CONSENT AGENDA**

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### RECOMMENDATION:

That the Consent Agenda comprising of Agenda 2.2 to 2.4.2 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 cbc.ca/news: CBC partners with Markham Public Library to offer youth RadioCamp

<https://www.cbc.ca/news/canada/toronto/community/cbc-partners-with-markham-library-to-offer-youth-radio-camp-1.6806360>

2.4.2 markham.ca: A Fiscally Responsible Budget That Invests in Excellent City of Markham Services

<https://www.markham.ca/wps/portal/home/news/a-fiscally-responsible-budget-that-invests-in-excellent-city-of-markham-services>



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 March 22, 2023 to April 18, 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

April 18, 2023  
Date

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Michelle Sawh, Director, Administration

DATE OF MEETING: April 24, 2023

SUBJECT: **INTERNAL MONITORING REPORT: Executive Limitation EL-2e, Asset Protection**

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**EXECUTIVE SUMMARY:**

This report provides the Board with an annual affirmation of protection of various Library assets including facilities and equipment; intellectual property; information and files; disposal of substantial assets; the auditing process; liability risk; theft/vandalism of assets; and ensuring the uniqueness of the Library.

**RECOMMENDATION:**

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

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: ASSET PROTECTION (EL-2e)**

**GLOBAL POLICY LIMITATION:**

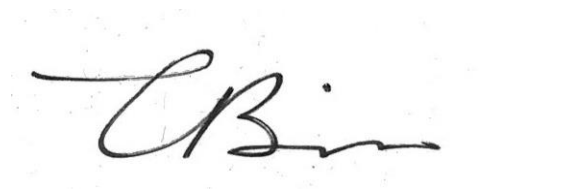
*The CEO shall not allow assets to be unprotected, inadequately maintained, unnecessarily risked, or substantially disposed.*

**CEO RESPONSIBILITY:**

The CEO will ensure that assets are maintained and safeguarded, and that appropriate risk management strategies are in place.

**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

### 1. Facilities and Equipment:

The CEO shall not subject facilities and equipment to improper use.

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

##### **1.1 Customer Service Promise:**

The Library's facilities and equipment are funded through public support and provided for the benefit and use of the public. The CEO ensures that these assets are used appropriately and protected as publicly-owned property.

The Library's "Customer Service Promise" (CSP) states that MPL will deliver quality services to all customers on an equitable basis, and that it will provide comfortable and welcoming public spaces. In return, the CSP states the following expectations of all customers:

We are confident that you will work with us to ensure that all library customers share an outstanding experience. As a customer of Markham Public Library you will:

- Respect the rights of all library customers to share a common space
- Ensure the care and safety of your children
- Be courteous and respectful to others
- Follow library practices and procedures
- Treat library materials and resources with care

Public observance of these guidelines ensures that the Library's facilities and equipment are enjoyed by the community and that improper use is avoided. They are followed by the vast majority of customers, and only on rare occasions is direct staff intervention required to enforce them.

##### **1.2 Assistance from City Departments:**

In order to maintain and repair facilities and equipment, the Library has agreements with City departments (Sustainability & Asset Management and Information Technology Services) as well as contracts and agreements with suppliers and third party companies. The Recreation Services Department is also a close partner because most MPL branches are located within large joint-use recreation centres where residents can access and participate in a number of activities, including public library use.

###### **1.2.1 Stand-alone Libraries:**

The Asset Management Department provides project management services to MPL with respect to Life Cycle repairs in all three "stand-alone branches", i.e. those branches not physically connected to community centres – Markham Village, Thornhill Village and Unionville. The Life Cycle process ensures that buildings and properties are maintained in good condition and that replacement of assets is scheduled and undertaken on a regular basis.

###### **1.2.2 Community Centre Libraries:**

MPL has five community centre-based branches: Aaniin, Angus Glen, Cornell, Milliken Mills and Thornhill Community. These buildings are supported by Recreation, and Life Cycle budgets for these branches reside within that department rather than Asset Management.

Within these facilities, Recreation also provides ongoing maintenance services and manages facility building projects that include or impact on the library portion of the complex. Ongoing maintenance includes daily cleaning, basic repairs, utilities, telecommunications, service contracts, room set-ups, etc.

### 1.2.3 Special Projects (MPL-wide):

In 2022/2023, various upgrade/replacement projects have included the following (some of which are still in process):

- Various library locations
  - CCTV Upgrading
- Markham Village Library / Administration Centre:
  - South entrance deck: Full reconstruction has been carried out with design features to resist de-icing salt corrosive environment. Construction started in October 2021 and the whole project was completed in September 2022.
  - Wall Painting at Central Admin and Markham Village Library
  - Wall Panel retrofitting and installation of AV conferencing system in Board Room of Central Admin
  - Admin office re-carpeting
  - Installation of water gauges, air gauges, 3-way valve and associated material to replace outdated gauges in the basement sprinkler room to allow for easy maintenance
  - Heat trace cables have been connected to receptacles with GFCI (Ground Fault Circuit Interrupter) to reduce the danger of deadly shock from faultily plug-in cords and devices
- Angus Glen Library:
  - Replacement of the exterior walkway
- Cornell Library:
  - Wall retrofitting for Sorter upgrading
- Milliken Mills Library:
  - Community Centre/Library Lobby Enhancement: The scope included a library washroom conversion into a sorter room with a 5-bin bibliotheca sorter, 3 accessible washrooms, and lobby flooring renovations. The construction started in February 2022, and was completed in October 2022.
  - Shelving upgrading: the consultation/design was conducted in 2022 with the following design features:
    - More study spaces
    - Shorter shelves with open view across the library
    - Power/ feature walls easily moveable to make space for events, eye-catching to attract readers to new books, with reduced bulkiness and height
  - Budget was approved and PO issued by the City in March/April, 2023. Installation is expected to be complete by the end of October, 2023
- Unionville Library:
  - Life Cycle Painting within the scope of work includes all exterior metal frames, washrooms and the canopy over the main entrance.
  - Gas Meter upgrading
  - Major HVAC repairs to ensure the library has appropriate heating for cold weather seasons
  - Replacement of Heat Exchangers, with normal heating operation being tested and verified

- Meeting room maintenance/repairs including the sliding doors of storage cabinets, wall painting and re-upholstery of the noise-dampening wall panels
- Emergency Doors: Fire escape pads were created outside each of the emergency doors to address JHSC concerns
- Thornhill Community Library
  - Wall retrofitting for sorter upgrading
  - Sidewalk construction at Thornhill to prevent water from reaching the stairway. The project involved the construction of a small wall along the edge of the existing sidewalk and the rebuilding of the exterior stairs leading out of the basement.

## 2. Intellectual Property, Information & Files:

The CEO shall not allow intellectual property, information or files to be exposed to loss, improper access or significant damage, or operate without maintaining records in accordance with a records retention schedule.

### CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

#### 2.1 Intellectual Property:

Intellectual property that represents value to the Library includes program curricula. MPL has a number of programs and camps that constitute Library-owned content, including learning activities for 8-week programs or 5 days of camp programs. Content was developed for the Library by subject experts in emergent literacy for preschool programs or Ontario curriculum for school-age programs.

Camp staff and program instructors receive hard copies of the curricula for the program(s) they are teaching. Each page includes a Markham Public Library watermark. All instructors sign a confidentiality agreement stating that the content is the property of MPL and must be returned upon completion of the program. Further to this, Instructor contracts reinforce these requirements.

#### 2.2 Information and Files:

The CEO is responsible for ensuring the protection and proper use of the personal information that is in the Library's custodial care. All new employees sign a "Confidentiality Agreement" requiring them to ensure that all information/property remains confidential, protected and the property of the Library and are required to abide by the terms of this document.

This covers situations where employees, while carrying out their responsibilities, have access to computer passwords, human resources records, financial information, business information, technical information, information about customers, other employees, business knowledge, and any other Library-related information, document, material or communication that is of a proprietary or confidential nature.

## 3. Long-term Preservation of Primary & Secondary Sources:

The CEO shall not allow damage to the long-term preservation of primary or secondary sources of the Library's collections.

### CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

The Library does not have the physical facilities to properly store primary historical documents and therefore does not focus on long-term preservation of primary sources in paper form. Primary

sources that originally had been donated to the Library over the years were later transferred to the Markham Museum, which has the equipment and expertise to preserve these unique and fragile paper documents.

#### 4. Disposal of Substantial Assets:

The CEO shall not dispose of substantial assets.

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

The CEO is in compliance with this requirement. Disposal of assets is carried out according to the Library's "Procurement Policy", section 6 "Disposal of Personal Property." This section provides a protocol for disposal of assets that are worn out or considered surplus by the user department.

Replacement of tangible capital assets is required over time due to the heavy ongoing public use of MPL facilities. This is carried out in a carefully planned manner and in compliance with the Policy, which mandates that surplus assets such as furniture, fixtures and equipment must first be offered to other departments within the City. The removal of surplus older items from Library facilities frees up space for new equipment, ensuring that good customer service to residents is maintained.

#### 5. Naming/Renaming of Board Assets:

The CEO shall not name or rename any Board asset.

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

In compliance with this policy, no Board assets (e.g. buildings, portions of buildings, or rooms) have been named or renamed.

#### 6. Conflict of Interest:

The CEO shall not make any purchase wherein normally prudent protection has not been given against conflict of interest.

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

When undertaking purchases, the Library follows the guidelines outlined in its *Procurement Policy* and in the City's *General Terms & Conditions - Contractors* and its *Purchasing By-Law #2017-8*. Item #2.2 of the latter states that "the Code of Purchasing Ethics published by the National Institute of Government Purchasing Inc. [NIGP] and the Purchasing Management Association of Canada [PMAC] shall apply to all City staff involved in the purchase and disposal of goods."

Both NIGP and PMAC are professional entities whose missions are to provide guidance to affiliated organizations and their members on standards of behaviour and ethical conduct.

The NIGP Code of Ethics stipulates a number of ethical principles that every person employed by a public sector procurement or materials management organization is expected to follow. Accordingly, they:

- Shall be governed by the highest ideals of honour and integrity in all public and personal relationships in order to merit the respect and inspire the confidence of the organization and the public being served.

- Believe that personal aggrandizement or personal profit obtained through misuse of public or personal relationships is dishonest and not tolerable.
- Identify and eliminate participation of any individual in operational situations where a conflict of interest may be involved.
- Believe that members of the Institute and its staff should at no time, or under any circumstances, accept directly or indirectly, gifts, gratuities, or other things of value from suppliers, which might influence or appear to influence purchasing decisions.

Staff are very much aware of the importance of avoiding conflicts of interest or the appearance thereof in their daily conduct. The *Procurement Policy* requires competitive bidding processes for the procurement of goods or services valued at specific thresholds, which safeguards against the possibility that decisions could be motivated by personal favouritism.

All purchases made by corporate credit cards are reviewed and authorized by the employee's manager. City Accounts Payable staff frequently query individual purchases and request back-up information. In addition, the independent auditor (see section #7 below) reviews financial records as part of the annual audit procedures and conducts substantive testing. All of these processes help to ensure the avoidance of conflicts of interest as addressed in the code of ethics summarized above.

### 7. Unbonded Personnel:

The CEO shall not allow unbonded personnel access to material amounts of funds.

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

No unbonded personnel have been allowed access to material amounts of funds. Cash and receivables are picked up regularly at MPL branches through the City's contracted service, which utilizes bonded personnel.

### 8. Board-appointed Auditor:

The CEO shall not receive, process, or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.

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

Each year the City-appointed auditor reviews Library transactions and processes to ensure that they meet recognized accounting standards. Accordingly, the "Financial Statements of the City of Markham Public Library Board, December 31, 2021" were presented to the Board in its meeting of May 30, 2022. The minutes of that meeting record the following discussion and resolution:

Staff introduced and welcomed Ms. Christina Gao, Manager, KPMG, Ms. Maria Khoushnood, Partner, Audit, KPMG who conducted the Markham Public Library Board annual audit.

Ms. Khoushnood stated that she would give a high level review and all that remained to complete the audit was approval from the Board. It was a clean audit, there were no issues noted, no audit misstatements and no control deficiencies. Ms. Koushnood asked if there were any questions, there were none. She also expressed appreciation on the efficiencies of MPL Management staff.

Staff thanked the auditors for attending.

Moved by        Mrs. Pearl Mantell

Seconded by Mr. Jay Xie

**Resolved that the report entitled “Financial Statements of the Markham Public Library Board, December 31, 2021” be received; and,**

**That the Board approve the Financial Statements of the Markham Public Library Board December 31, 2021; and,**

**That the Board Chair be authorized to sign the approved 2021 Financial Statements on behalf of the Board; and,**

**That the Board authorize Staff to issue the final audited Financial Statements for the fiscal year ended December 31, 2021;**

**AND that Staff be authorized and directed to do all things necessary to give effect to this resolution.**

Carried.

**9. Insurance:**

The CEO shall not allow the organization, Board members, staff, and volunteers to be uninsured against liability losses, theft, fire and casualty losses to an amount consistent with City of Markham coverage, and against liability losses.

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

The Library is insured under the City’s insurer. This policy also covers Library Board members who are exercising their duties as members of the Board.

**10. Exposure to Claims of Liability:**

The CEO shall not unnecessarily expose the organization, its Board, or staff to claims of liability.

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

Through the City, the Board is insured against liability losses when Board members carry out their Board functions. Library staff have the same level of protection as City staff from claims of liability.

**11. Theft / Vandalism of Assets:**

The CEO shall not allow the Board to be unaware of theft or vandalism of assets worth \$1,000 or more.

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

During this reporting period (April 2022 – March 2023), there were no thefts or acts of vandalism that fell within this threshold.

**12. Uniqueness of the Library:**

The CEO shall not risk or endanger the uniqueness of the Library as being distinct from the City.

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

Markham Public Library operates as a unique entity in terms of its governance and many of its operations. It works in cooperation with the City of Markham, which provides most of the Library's funding.

### 12.1 Governance:

The Board's governance structure is mandated by the *Public Libraries Act, R.S.O. 1990, Ch. P.44* (the "Act"). The Act mandates that "a public library shall be under the management and control of a board, which is a corporation known as the [Markham] Public Library Board" (sec. 3).

As per sec. 9(1) "Composition of the public library board", members of the current Library Board were appointed by Markham Council. The Board has been functioning in all respects according to the requirements of the Act, administering the services provided by the public library as per sec. 20 "Powers and duties of the board."

Sec. 24 of the Act outlines the Board's financial responsibilities:

**24. (1)** A public library board, county library board or county library co-operative board shall submit to the appointing council, annually on or before the date and in the form specified by the council, estimates of all sums required during the year for the purposes of the board. R.S.O. 1990, c. P.44, s. 24 (1).

#### **Approval of estimates**

**(2)** The amount of the board's estimates that is approved or amended and approved by the council shall be adopted by the board and shall be paid to the board out of the money appropriated for it. R.S.O. 1990, c. P.44, s. 24 (2).

#### **Idem**

**(3)** The board shall apply the money paid to it under subsection (2) in accordance with the estimates as approved, subject to subsection (4). R.S.O. 1990, c. P.44, s. 24 (3).

The Library participates in the City's annual budget process and submits its budget to Council for approval. Following budget approval by Council, the Library Board adopts and approves the Library's annual Capital and Operating Budgets. The funding provided by the City is then applied as outlined in the Board budget reports and financial reporting is provided to the Board three times throughout the year in the form of a monitoring report entitled "Executive Limitation EL-2d Financial Condition." While the Library is included in the City's budget process, the Board also has a separate budget approval process that follows approval by Council.

### 12.2 Operational Uniqueness:

While the Library is essentially integrated with the City of Markham in a number of important functional areas, it maintains its own operations in several critical areas. For example, sec. 15(1) of the *Public Libraries Act* states that "A board may appoint and remove such employees as it considers necessary, determine the terms of their employment, fix their remuneration and prescribe their duties." Accordingly, the Library maintains its own employee recruitment program, posts its own staff positions, and has separate CUPE union locals with Collective Agreements that are unique to MPL. Further, the Library maintains unique Joint Health and Safety Committees, functioning under the *Workplace Health and Safety Act*.

The Library also has its own "Procurement Policy" per the requirements of the *Municipal Act*.

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director, Strategy & Planning

DATE OF MEETING: April 24, 2023

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 inform the Board regarding the library’s strategic workplan and business plan for 2023.

**The Way Forward**

The City of Markham, like other Ontario cities, is at a critical crossroads, still feeling the impacts of the pandemic, plus the persistent challenges exacerbated by it. Urban challenges include:

- A generational housing crisis, exacerbated by a mismatch between supply and demand, rising borrowing and land costs, supply chain constraints, and policy gaps;
- Inflation and its impact on household incomes;
- The decline of retail activity in bricks and mortar stores on main streets and other retail districts. Related to a reduced presence of residents, workers, and tourists, this decline has extended the shuttering of retail spaces
- A critical need to address the needs of youth in terms of mental health and recovery from learning loss;
- The need to rebuild social cohesion, and support all population segments in recovering from the impacts of social isolation;
- The implications of ongoing work-from-home patterns for public transit, urban vitality, workplace culture and capacity for innovation;
- The financial sustainability of municipal services due to provincial policy and Bill 23;
- The unpredictability of climate events – such as flooding and heat events; and
- The disproportionate impact of the pandemic on equity-deserving people and communities.

The role of the library in addressing challenges such as these was recently expressed to General Committee through the Library Board's annual presentation (see Appendix B). The presentation team positioned the library as an investment in community quality of life, and spoke to the use of evidence-based research and measurement to support library decision-making.

### **Developing our Strategic Workplan for 2023**

Noting that challenges make for great opportunities, developing the library's workplan and its strategic priorities takes place through consideration of three linked frameworks:

1. The annual corporate Business Planning Process pursuant to BMFT.
2. The Board's Ends.
3. The MPL Strategic Plan.

#### **1. Business Planning 2023**

The corporate Annual Business Planning Process delivers on the goals and objectives of the Council approved "Building Markham's Future Together 2021-2024 Strategic Plan" (BMFT).

A key output of the Annual Business Planning Process is the development of the multiyear Departmental Business Plans, which ensures each department is contributing to relevant corporate objectives, in addition to other strategic initiatives a department may need to undertake to maintain and advance its business operations.

The BMFT document identifies:

- Strategic Goals that the organization is pursuing over a number of years.
- Strategic Objectives that further each of the Strategic Goals.
- Strategic Actions to achieve the Strategic Objectives.
- Performance Measures identified for each Strategic Goal.

The annual Departmental Business Plan identifies:

- Linkages to the Strategic Goals, Strategic Objectives and Strategic Actions outlined in the BMFT document.
- Departmental Objectives and Departmental Actions, expressed at a high level, along with the relevant Performance Measures.

Each Commission has a Strategy Manager who coordinates the completion of its departmental business plans. The Strategy Manager for the Commission of Community

Services deploys the business plan template to each department and reviews the draft business plans, ensuring:

- Alignment with municipal priorities,
- Appropriate coordination of related initiatives, and
- Avoidance of unnecessary duplication or overlap.

She also provides helpful strategic advice regarding the collective narrative of our Commission – that our Commission is lean, efficiently operated, focused on excellence, and essential to Markham's quality of life.

The Departmental Business Plan is linked to and followed by the annual corporate budgeting process where resource requirements, e.g. funding, staffing, etc., are addressed.

Business plan progress is reported at year-end for a BMFT report to Council, along with a list of municipal accomplishments, which are rolled into the City's Annual Report and related corporate communications.

The Library's 2023 Business Plan is appended to this report as Appendix C.

It should be noted that the Business Plan, particularly Goal 1 - Exceptional Services by Exceptional People, includes initiatives that are operational in nature. In addition, the performance measures in the Business Plan were set late 2022, at a time when there was still uncertainty about the timing and scale of business recovery.

### 2. Global Ends Policy (E-1)

The Library Board's Global Ends Policy provides an additional lens for consideration of our strategic priorities. It provides:

#### **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.

#### **Level 2:**

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

2.2 The community is enriched and strengthened.

To capture this lens, Appendix A (Strategic Plan Update April 2023) now includes a column identifying the impact of each Action on achievement of the Board's Ends.

### 3. The MPL Strategic Plan

The current MPL Strategic Plan was developed in 2019 by senior staff and the Library Board. Implementation was delayed by the pandemic, branch closures and the gradual nature of business recovery.

However, with all eight branches now fully operational, including the restoration of open hours on Sunday mornings, the “**Branch Rebound**” will be a priority focus for 2023, bringing branch performance and related Key Performance Indicators (Borrowing per Capita and Visits per Capita) back to the realm of 2019 levels, thereby restoring MPL’s leading position in the GTA KPI rankings.

	2019	2022	2023 TARGET
Circulation	5.6 million	3.7 million	4.5 million
Branch Visits	2.7 million	1.1 million	2 million
Library Membership – Active Card Holders	94,452	76,962	95,000+

These metrics provide hard evidence that MPL is ensuring that *“people who live, work, or study in Markham enjoy an enhanced quality of life **at a level that justifies the funds invested.**”*

Our progress in achieving our targets will be provided through the regular statistical reports appended to the CEO’s Highlights Report.

#### Branch Rebound

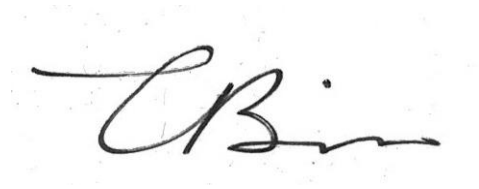
As noted in the Board presentation, we learned about the importance of bricks-and-mortar community spaces during the pandemic. We learned that humans don’t thrive in social isolation, and that face-to-face learning is more effective than online learning. The pandemic-induced retreat from community spaces and experiences has led to a crisis in social isolation and loneliness.

Library spaces are where city-building happens in “real life” and “real time”. Community engagement and human connection need real spaces to flourish. By investing our resources in strengthening the Branch Rebound, we will rebuild our space strategies to make social connection easier and more attractive.

#### New Format for the Strategic Plan Update

Consistently with the Board presentation to General Committee, and in the interests of concision, the Strategic Plan Update April 2023 (Appendix A) takes a selective approach to the myriad of staff initiatives and projects going forward this year. Criteria

for inclusion in this report are “big” strategic moves, new, innovation, potential for awards and positive media attention, and the big numbers that are important in terms of evidence proving that MPL is worthy of Council and budget support.

A handwritten signature in black ink, appearing to read 'CBiss', is centered on the page. The signature is fluid and cursive, with a large 'C' and 'B'.

Catherine Biss  
CEO & Secretary-Treasurer

APPENDIX A: Strategic Plan Update April 2023

APPENDIX B: Markham Public Library Board Annual Presentation 2023

APPENDIX C: Markham Public Library Business Plan 2023

APPENDIX A: Strategic Plan Update April 2023

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2023	STATUS APRIL 2023	GLOBAL ENDS POLICY (E-1)
<b>GOAL 1: Reading to Transform</b>				
Engage children and parents in <b>family literacy</b> programs, collections and services in both digital and in-person formats.	Family Literacy Day	Deliver the annual Family Literacy Day event to promote family literacy.	Completed.	2.1 Individuals and families are readers and lifelong learners.
	Get pre-schoolers into reading and ready for school	Relaunch the 1000 Books Before Kindergarten initiative.	Launched January 28, 2023.	2.1 Individuals and families are readers and lifelong learners.
	Improve youth collections.	Improve Concept Picture books, and easy fiction,	In progress.	2.1 Individuals and families are readers and lifelong learners.
<b>Reduce barriers</b> to membership and Library use.	Launch fine-free access for youth.	Over 11,000 youth cards issued to date.	Evaluation of the fine-free pilot targeted for Q1 2024, following full year of normal ops.	2.1 Individuals and families are readers and lifelong learners.
	Online library card – eCards: an alternative form of library membership and access to MPL’s online resources.	Continue to promote <b>eCards</b> . (Post-pandemic, most users prefer a full membership).	Ongoing.  Provides access to those who are marginalized or whose lives are in transition, e.g. no fixed address.	2.1 Individuals and families are readers and lifelong learners.
Provide collections that are <b>balanced, inclusive and accessible</b> .	Refresh the <b>Black Heritage</b> collection.	Launch the Black Heritage collection.	Launch scheduled for May 6 <sup>th</sup> .	2.2 The community is enriched and strengthened.

## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2023	STATUS APRIL 2023	GLOBAL ENDS POLICY (E-1)
Advance <b>reading for pleasure</b> .	Bring people together through books.	Relaunch book clubs in-person and in-branch. Design book clubs to advance social cohesion, along with a love of leisure reading.	In progress.	2.1 Individuals and families have a gathering space.
<b>Goal 2: Limitless Learning</b>				
Better learning programs through partnership	Partnering for innovation in learning programs	Deliver innovative Youth Radio Camp through partnership with CBC	Completed	2.2 The community is enriched and strengthened.
Support <b>formal education</b> through programs that provide in-person learning opportunities for enrichment	Develop digital skills	Expand programs and camps that focus on digital skill development, STEAM, coding and robotics.	High demand for summer camp programs – on Day 1 of registration, the camps were 99% full.	2.2 The community is enriched and strengthened.
		Introduce middle school STEM program targeting lower income / at risk students	In progress.	2.2 The community is enriched and strengthened.
Support Markham's Economic Development through learning programs that build workplace skills and literacies	Expand services and content to support individuals developing employment skills, retraining and accreditation.	<ul style="list-style-type: none"> <li>• Relaunch of Business Hub at the Aaniin branch, along with programs delivered across the library system by community partners (e.g., Markham Small Business Enterprise Centre (MSBEC), Seneca College),</li> <li>• Develop Skills Fair, focusing on career opportunities in the trades sector.</li> </ul>	In progress	2.2 The community is enriched and strengthened.

## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2023	STATUS APRIL 2023	GLOBAL ENDS POLICY (E-1)
Develop the community's <b>digital literacy skills</b> .	Implement Digital Literacy Strategy supporting the Digital Markham plan.	Develop digital literacy for newcomer older adults facing barriers to inclusion.	In planning phase.	2.2 The community is enriched and strengthened.
		Develop programs re online security anti-fraud and digital privacy.	In planning phase.	2.2 The community is enriched and strengthened.
	Explore emerging technologies.	Develop programs re VR, AR, the Metaverse, and AI.	In planning phase.	2.2 The community is enriched and strengthened.
<b>GOAL 3: Community Social Cohesion</b>				
Improve the library branch experience.	Improve the customer experience in library branches, using the lens of diversity and inclusion to identify improvements.	<ul style="list-style-type: none"> <li>• Launch multilingual staff buttons to let customers know what other languages are spoken by branch staff. Designed to help customers who would prefer to communicate in their home languages feel more comfortable in the library.</li> </ul>	<ul style="list-style-type: none"> <li>• Prototyping with staff engagement.</li> </ul>	2.2 The community is enriched and strengthened.
		<ul style="list-style-type: none"> <li>• Launch the refreshed Black Heritage Collection at the Milliken branch.</li> </ul>	<ul style="list-style-type: none"> <li>• Scheduled for May 6, 2023.</li> </ul>	2.2 The community is enriched and strengthened.
<b>Reduce social isolation</b> through spaces that instil a sense of welcome and	Leverage Library Branches as Civic Assets.	Expand and improve the MPL Trail Project: <ul style="list-style-type: none"> <li>• Improve street signage to ensure people on Main Street are aware</li> </ul>	In progress.	1. Enhanced quality of life.

## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2023	STATUS APRIL 2023	GLOBAL ENDS POLICY (E-1)
belonging for all community members.		branch amenities, and drive foot traffic to the branches. • Launch new trail programs. • Develop and launch new trail programs.		2.2 The community is enriched and strengthened.
	Plan new library facilities and renovations of existing spaces.	Advance Langstaff Opportunity for Community Use Space.	In progress.	2.1 Individuals and families have a gathering space. 2.2 The community is enriched and strengthened.
	Advance library facility planning for Markham Centre, including a central library.	• Support Planning-led Markham Centre Secondary Plan Update regarding civic square and community hub facilities in Markham Centre • Support and participate in the summer 2023 project to animate Markham Centre through public events and programs	Pending completion and approval of the Secondary Plan Update.	2.1 Individuals and families have a gathering space. 2.2 The community is enriched and strengthened.
Bridge the <b>digital divide</b> by providing <b>equitable access</b> to technology and resources for success in the digital world.	Accessible Technology	Improve offerings of accessible computing and software.	In planning.	2.2 The community is enriched and strengthened.
	Improve MPL's IT infrastructure, public computing and other library technologies.	Work with IT to replace MFDs, public computers (transition from thin clients to desktops), computer booking software, wifi printing, digital payment for printing – to	In progress.	2.2 The community is enriched and strengthened.

## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/ INITIATIVES	WORK PLAN 2023	STATUS APRIL 2023	GLOBAL ENDS POLICY (E-1)
		deliver more efficient self-service options and improved access for residents		
Apply tech solutions to improve efficiency and user convenience in library branches.	Work with ITS to upgrade and improve self-service and other tech solutions.	Lifecycle replacement of self-service equipment at Cornell and Angus Glen branches, to 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		Enhanced quality of life at a level that justifies the funds invested.



MARGARET

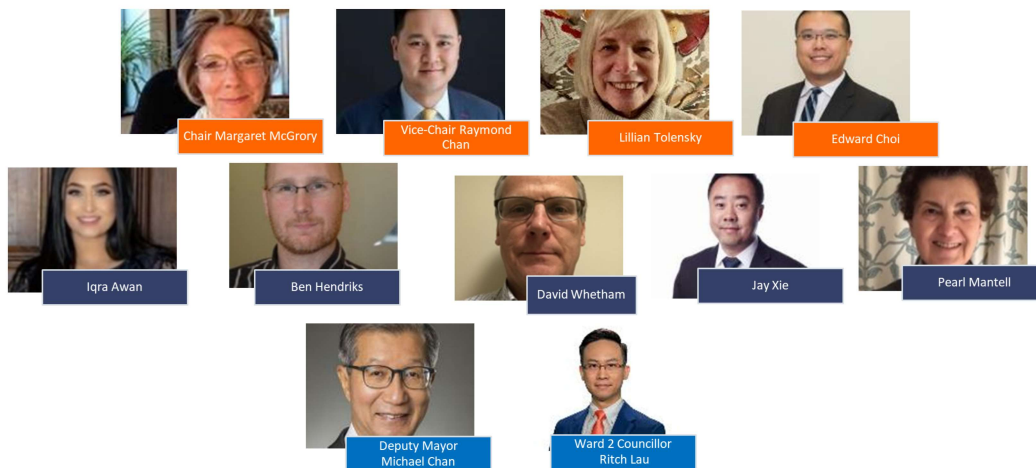
Good morning,

We appreciate today's opportunity to inform you of the highlights of the Markham Public Library over the past four years.

The Library Board is at a moment of transition, with some of our current members retiring from service, and looking forward to new appointees joining the Board later this year.

It's a time for reflection over the previous Council term, and our achievements as a library Board.

# Markham Public Library Board



2

## MARGARET

Introducing today's speakers.....

Along the top row of this Chart:

- Myself, Margaret McGrory, Chair,
- Raymond Chan, Vice-Chair,
- Lillian Tolensky, and
- Edward Choi.

We are ably supported by community members

- Iqra Awan, Ben Hendriks, David Whetham, Jay Xie, and Pearl Mantell.

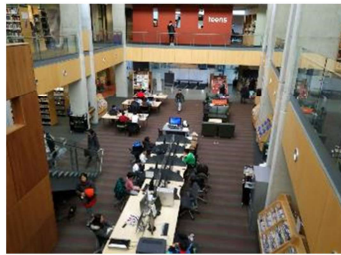
Along with newly appointed Council members:

- Deputy Mayor Michael Chan, and
- Ward 2 Councillor Ritch Lau.

We rely upon them for their advice and insights from the Council perspective.

We are pleased to note that in appointing Library Board members, the City ensures that the Board represents all parts of Markham and all walks of life.

We are all proud to live in Markham and give back to the City we care about through our service on the Board.



# Agenda

Role of the Library Board

Alignment

Achievements

Looking Ahead

3

MARGARET

For today's agenda, we will focus briefly on:

- The Role of the Library Board
- The Library's Alignment with Building Markham's Future Together, and municipal priorities
- The Library's Achievements over the last council term, and then
- A Quick Look Ahead into 2023.

# Role of the Library Board

- The Library Board is a **statutory board**, created by the Municipality, pursuant to the Public Libraries Act.
- Board members are appointed for a **4-year term** concurrent with the Council's term of office.
- Our role is to govern the affairs of the Library, provide **oversight and accountability**, and advance the Library's mission and impact.
- The Board acts as an **advocate in support of community interest** and ensures that the community's requests regarding library services are addressed through the planning and budgeting process, and
- We ensure that Municipal **Council is informed** of the library's role in the community, its accomplishments, needs and future direction.

4

## MARGARET

Recognizing that there are several new representatives on Council, we thought we should touch on the role of the Library Board.

Public libraries in Ontario are governed by the Public Libraries Act, which came into effect in 1993.

The Act prescribes that:

- The Board is created by the Municipality pursuant to the Public Libraries Act which requires a statutory Board for public libraries.
- Board members are appointed for a 4-year term concurrent with the Council's term of office.
- The Board's role is to govern the affairs of the Library, provide oversight and accountability, and advance the Library's mission and impact.
- The Board acts as an advocate in support of community interest and ensures that the community's requests regarding library services are addressed through the planning and budgeting process.
- We ensure that Municipal Council is informed of the library's role in the community, its accomplishments, needs and future direction. Which brings us to today's presentation.
  - This why the Board makes an annual presentation to General Committee, and why we are here today.

## Alignment with Building Markham's Future Together



**GOAL 1:**  
Exceptional  
Services by  
Exceptional  
People

**GOAL 2:**

Engaged, Diverse,  
Thriving & Vibrant  
City



**GOAL 3:**

Safe, Sustainable  
& Complete  
Community

**GOAL 4:**  
Stewardship of  
Money &  
Resources



5

### MARGARET

We also want to emphasize that the library is a team player within the City's strategic framework in building a strong quality of life for Markham residents, and playing our part in Markham's reputation for strong and prudent fiscal stewardship.

The Library and its staff support and work with our colleagues within the Commission of Community Services and other departments across the City.

We are committed to ensuring that Library services and strategies and annual workplans are fully aligned with the City Strategic Plan, the goals set out in Building Markham's Future Together, and municipal priorities.



## Library Achievements 2019-2022 Across Three Areas of Strategic Focus

### MARGARET

The last four years have been unexpectedly challenging with the arrival of Covid in early 2020 followed by the long process of business recovery.

Nevertheless, the Library has many achievements to report upon, across three key areas of strategic focus.

1. Reading and Literacy [LILLIAN TOLENSKY]
2. Places and Spaces [RAYMOND CHAN]
3. Digital Markham [EDWARD CHOI]



## 1. Reading and Literacy

**3.7 million items borrowed in 2022**

7

### LILLIAN

The Library's focus on reading and literacy for all ages and all of Markham's diverse languages resides at the core of our unique value proposition as a municipal service.

As a Board, we believe that reading and literacy are essential to life success, educational achievement, and the ability to find work that contributes to a strong economy opportunities.

We are proud to champion and foster reading and literacy skills as the foundation for learning throughout life.

This focus is enabled by Council's steadfast support of the library's budget for books and other materials.

And we are pleased to report that post-pandemic, community interest in reading and literacy remains strong.

In 2022, over 3.7 million items were borrowed.

As we move into 2023 with all our branches in full operations, we anticipate that borrowing in 2023 will return to pre-pandemic levels.

The Board appreciates the City's budget support for library materials, and hope you will agree that this is money well spent.



## Family Literacy Day

LILLIAN

Family Literacy Day is an example of the importance of reading and literacy in Markham.

It's an annual event that this year took place at the Milliken library to promote family literacy.

Hundreds of kids and parents turned out to:

- Explore fun learning activities in a literacy environment,
- Experience the power of stories, and
- Borrow lots of books to take home and enjoy.



LILLIAN

Which may have helped our recent Readers' Choice award for Family Activities in Markham.

Reading is powerful in so many ways:

- Reading to children in the first three years of life is critical to building neural pathways in developing brains..
- Ease and fluency of reading and writing are essential to success in school – and success in school is a value and priority for all Markham families.
- And as they say, a reader lives a thousand lives:
  - By exploring the world and the lives of others through reading, and developing not just literacy, but life skills such as curiosity and empathy for others.
- Reading builds better humans.

## Fine-Free Cards for Youth



10

LILLIAN

The Board is also proud to have overseen the end of overdue fines for youth, through the launch of fine free cards for Markham's children and teens.

This is part of a modern public library movement across North America to lower barriers and ensure every child can have access to library materials.

It helps to ensure our libraries are inclusive and equitable, in the spirit of the City's Diversity and Inclusion Plan.

The library has issued over 11,000 youth cards so far, with more to come.



LILLIAN

Another trend in modern libraries is going beyond the book.

Books are still important, but libraries are not just about book lending any more.

The Board has also supported many innovations in what the library lends to the community.

In 2019, we launched the Lendery in partnership with York Region Makers and the York Region Sustainability Office.

Located at the Milliken branch, the Lendery provides all kinds of household equipment, from tools to sports equipment to coffee urns that can be borrowed when needed., and then returned to be shared with other members of the community.

This helps households to make ends meet.

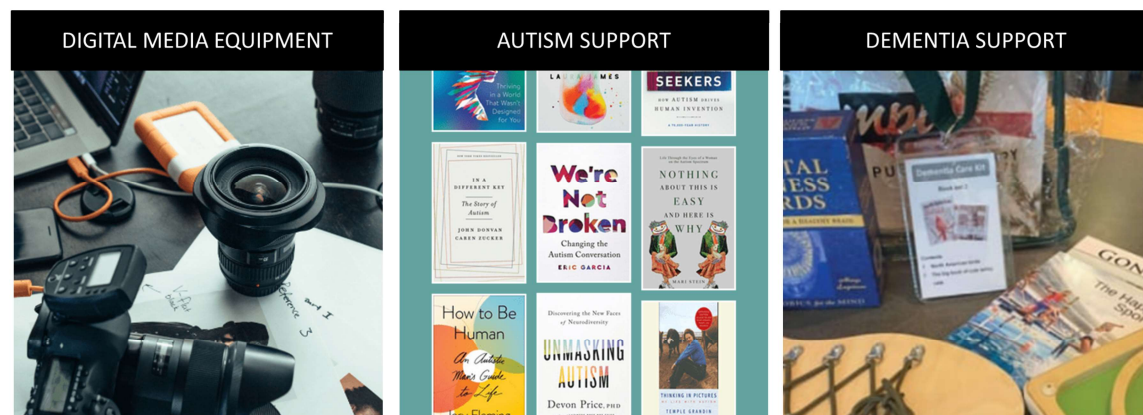


## Innovation in Library Lending

LILLIAN

Other examples of innovation in library lending include:

- Bicycles and Cycling Equipment, in partnership with Markham Cycles
- Toy Library
- And lending of musical instruments.



## Innovation in Library Lending 2022

LILLIAN

And that's not all.

In 2022

- We expanded lendable collection of Digital Media Lab (DML) equipment.
- Expanded collections that support individuals on the autism spectrum and their families or caregivers.
- Piloted a collection for older adults dealing with dementia.



## 2. Places and Spaces

**1.1 million people visited library branches in 2022**

SAMPLE FOOTER TEXT

20XX 14

RAY

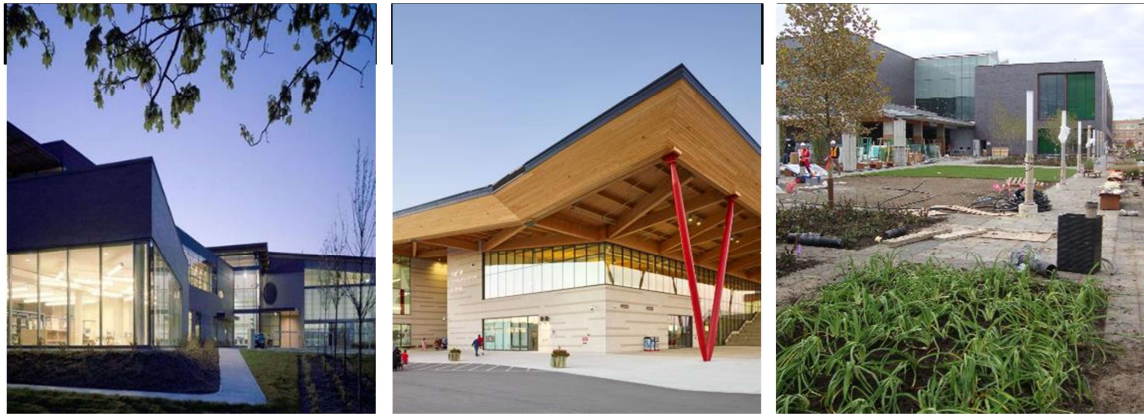
As the City emerges from the pandemic years, the Board continues to affirm its belief in the importance of our library branches as essential community places and spaces that bring people together from all walks of life, ages, cultures, abilities and orientations.

This is where we build an inclusive city and enhance quality of life for all.

### **1.1 million people visited library branches in 2022**

With all branches now open we look forward to branch visits recovering to pre-pandemic levels

Physical visits to our places and spaces matter because, more than digital visits, they provide an experience of welcome, learning and personal growth, where people enjoy the power of learning in the company of others.



## Library Branches

Investments in Community Resilience, Quality of Life and Civic Pride

RAY

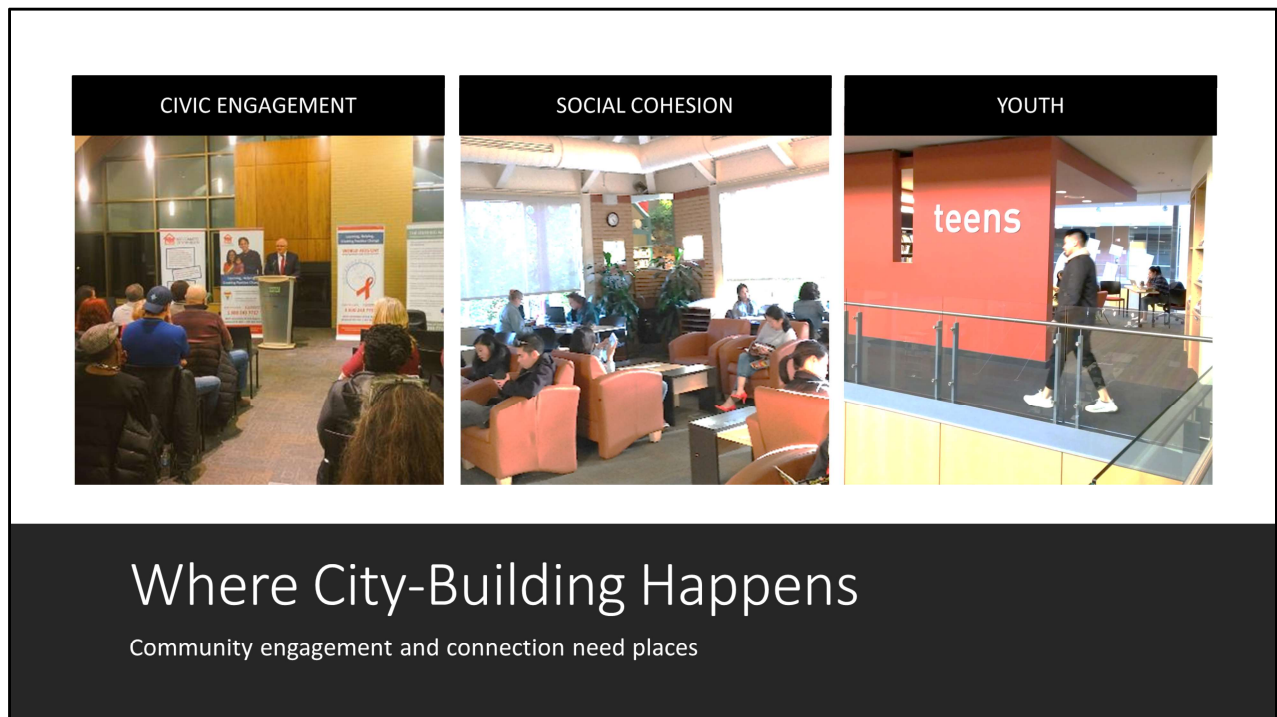
We are proud of the City's record of investments in outstanding library branches designed to promote

- Community Resilience,
- Quality of Life and
- Civic Pride

One of the things we learned during the pandemic is that humans don't thrive in social isolation

We also learned that Face-to-face learning is more effective than online learning  
And that Young people have lost ground in education

Which makes our library branches more important than ever for social gathering, and recovery from learning loss.



RAY

Library spaces are where city-building happens in “real life” and “real time”.

Community engagement and human connection need real spaces to flourish.

In 2023, library branches will resume serving as venues for in-person civic engagement and events.

They will continue to be places of diversity and inclusion that foster trust and social cohesion.

And provide places of safety, support and belonging for teens.



20XX 17

RAY

Speaking of civic assets, the Board has over the last couple of years participated in the process to update the Markham Centre Secondary Plan, and advocated for a central library in Markham's downtown.

We believe, as we have seen the concept of Markham's downtown evolve and grow, that Markham deserves a central library.

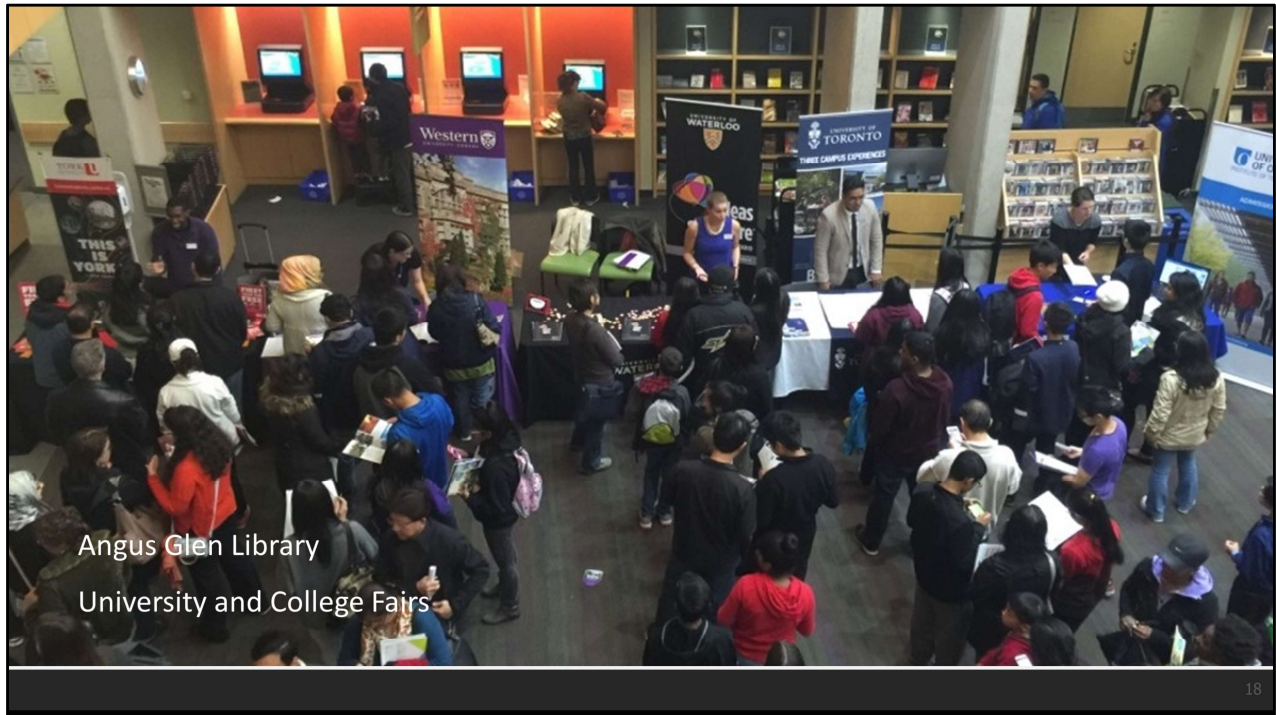
We have a wonderful system of community libraries, but unlike most other cities of our size and ambition, we don't have a central library.

We also note that over the last decade, several cities across Canada have invested in building new and iconic central libraries (pics – Halifax and Calgary) that have been drivers in the economic renewal and prosperity of their downtowns.

Architectural landmarks like these express civic pride and, attract residents and visitors from across the city, country and beyond.

The Board understands that the timeline for a investment of this magnitude is a long road.

But we look forward to advancing the conversation about a central downtown library for Markham, as part of positioning Markham as a vibrant urban city.



RAY

Some examples of how library branches strengthen Markham.

Since it opened in 2004, Angus Glen has hosted many large-scale community events in its central atrium.

Including our annual university and college fairs connecting high school students and their parents to post secondary opportunities.

This is about empowering students and their families to make good choices about their futures.

And part of developing a well-educated work force for Markham.



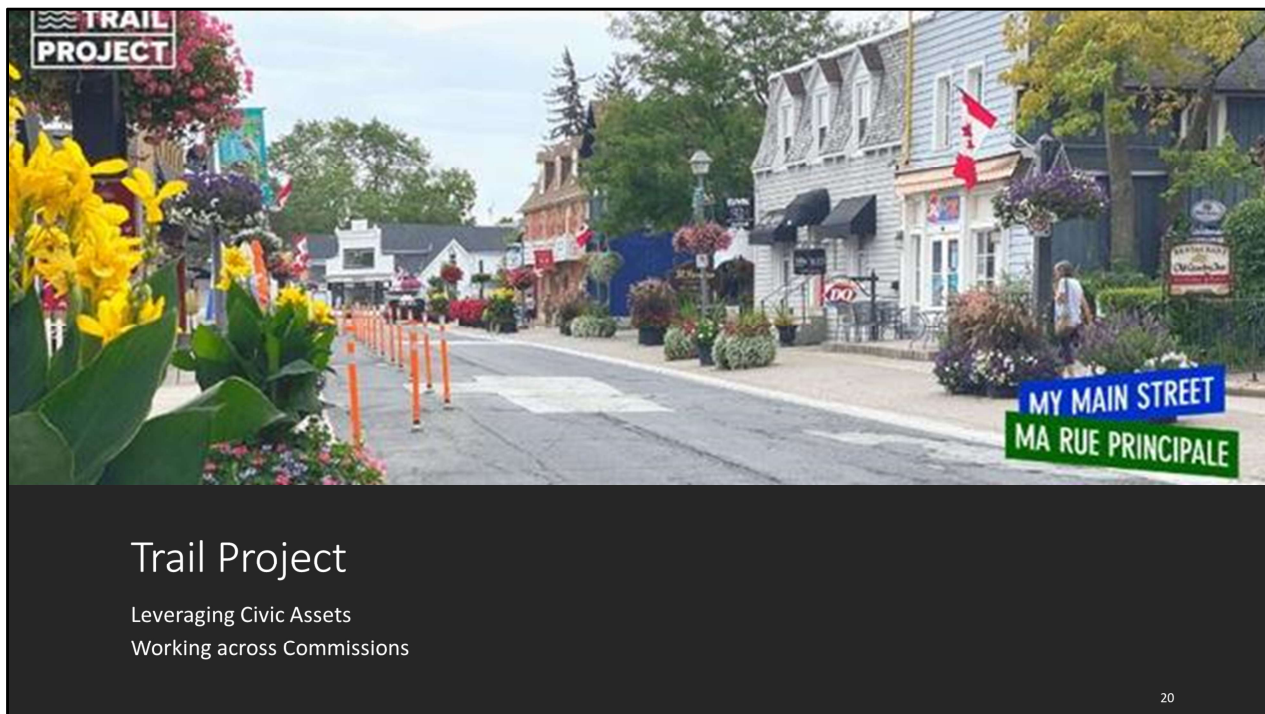
RAY

Another innovative event are the **Repair Cafes offered** in partnership with York Region and NewMakelt

The Cafes are about Fixing rather than replacing things that are broken and might otherwise go into the waste stream.

Residents bring in everything from bicycles to old kitchen mixers, and connect with volunteer fixers and gain new skills.

Saving the cost of replacing thing is important for people living on fixed incomes, like seniors.

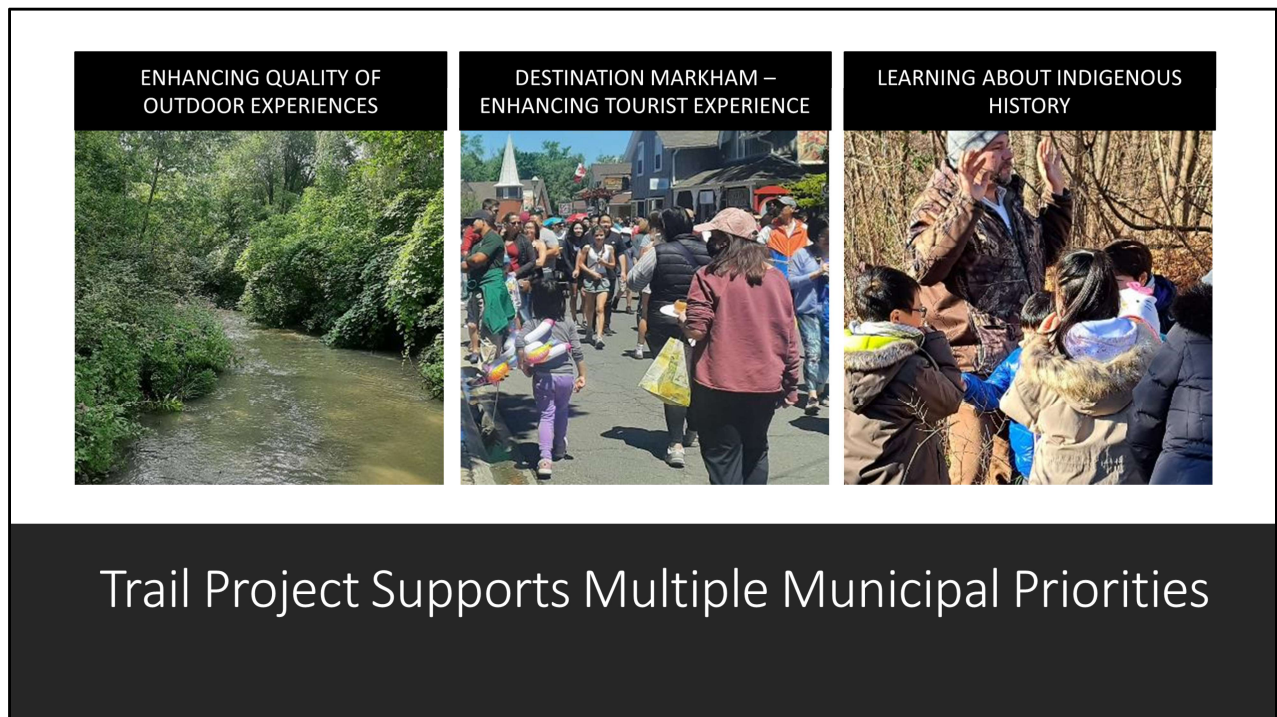


## RAY

A recent innovative initiative is the Trail Project, designed to support businesses on our heritage main streets and help to support users of Markham's outstanding trail system.

Leveraging two of our branches – Unionville and Markham Village – and supported by a grant from the federal My Main Street Program, we are now in year two of this unique project.

We have proximity, parking, information, trail equipment for loan, and accessible public washrooms – key amenities in supporting trail visits, and increasing Main Street foot traffic and length of stay.



RAY

This is a project that supports multiple municipal priorities

Enhancing the quality of outdoor experiences for the whole family, and making them more inclusive opportunities to learn about our natural history and wildlife

Providing amenities that enhance the visitor experience on Main Street.

Learning about the Indigenous presence across the Rouge River watershed, advancing truth and reconciliation

Also

The trail project brings entrepreneurial thinking to the table

By leveraging existing civic assets to support municipal priorities, we squeeze more ROI out of them, and make them work harder.



### 3. Digital Literacy

A new kind of literacy

Essential to success of the Digital Markham Strategy

22

EDWARD

Digital technology has radically changed our lives and created a need for a new kind of literacy – digital literacy.

And the Board is proud of the Library's role in advancing digital literacy across the City to support the success of the Digital Markham Strategy.

# Get an eCard

Instant Free Access to MPL's Digital Collections

IMAGINE CREATE LEARN GROW

**MARKHAM PUBLIC LIBRARY**

**Sign Up Now**

## Launched eCards

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**Access to Digital Collections from Home, School and Office**

EDWARD

The pandemic accelerated the development of eCards which provide users with instant access to our digital collections.

From home, school or office, the library is open 24x7.

## Recent Achievements – Digital Literacy

LAUNCHED ASKMPL  
ONLINE CHAT SERVICE



Have a Question? *Ask MPL*

KIDS MAKERSPACE



SOUND RECORDING/  
PODCAST STUDIO



24

EDWARD

We think of digital literacy as a skillset that helps people to function in our tech-driven world.

Our digital literacy services, programs and spaces are designed to give our users tools to search, evaluate and manage the volume of information to which we are exposed.

Of necessity, our digital services, including the eCard, accelerated during the pandemic. We were able to deliver library programs online to continue serving the community.

We launched an online Chat service – AskMPL – which has now become a business as usual service.

As part of business recovery in 2022, we launched a Kids Makerspace at Cornell.

And at Markham Village, a sound recording studio for the creation of digital music, which can also serve as a podcast studio.



## Looking Ahead to Continuing our Recovery

25

MARGARET

As spring finally returns to us, the Board is looking forward to continuing the library's recovery.

Eastern monarch butterfly population shows signs of recovery  
<https://www.worldwildlife.org/stories/eastern-monarch-butterfly-population-shows-signs-of-recovery>

- Library visits are increasing.
- Our programs are more popular than ever.
- Community demand for our summer camp programs runs high – on Day 1 of registration, the camps were 99% full.

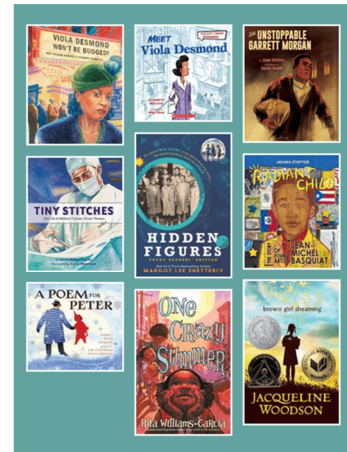
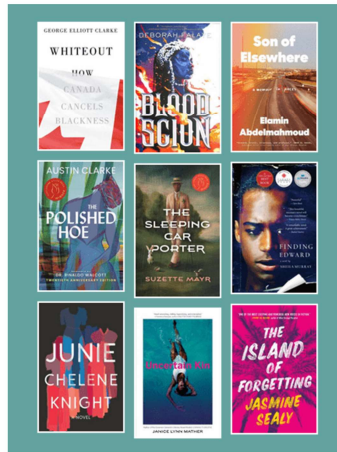
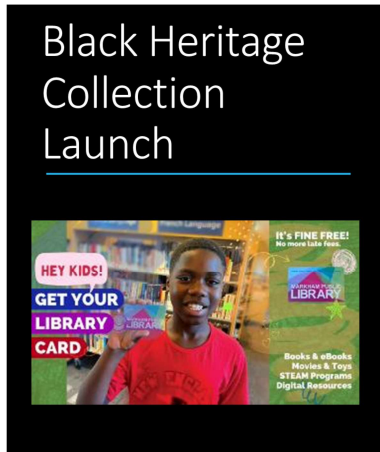


## MARGARET

All our branches are emphatically open for business.

We're thrilled that the community is coming back to our branches and to in-person programs and real-life experiences.

- Library visits are increasing.
- Our programs are more popular than ever.
  - For example, community demand for our summer camp programs runs high – on Day 1 of registration, the camps were 99% full.



## MARGARET

On a closing note, the Board would like to invite Council to attend an important event at the Milliken Library on May 6<sup>th</sup>.

The event will feature the launch of a revitalized Black Heritage Collection of library materials. Black history and culture have been a longstanding strategic focus of the library, and was a priority service at the Milliken Library when it opened in 1990.

Building upon our work during Black History Month, the launch will celebrate black literature and authors, help strengthen understanding and trust across the City's diversity, supporting the City's Elimination of Anti-Black Racism Plan.

Our objective is to ensure that Markham's library materials better reflect the stories and experiences of the Black diaspora, recognize the many contributions of the Black community in Canada, and support the work of black authors both locally and globally.

Once the date and time are firmed up, staff will ensure you are informed.



# Thank you

Questions?

28

## MARGARET

To sum up, our aim today was to:

- illustrate the Library's alignment with municipal priorities over the past four years;
- show how we continued to ensure community access to library materials and programs during the pandemic through innovative digital offerings;
- highlight our role as a community hub offering a comprehensive list of programs and services to help Library users of all ages improve their quality of life - whether to support their educational needs, learn a new skill or hobby, start a business, help new immigrants with language skills or just enjoy leisure reading.

The Board is appreciative of the support provided by the Municipality to allow the Library to continue to develop in line with both the changing needs of our increasingly diverse community and the City's aspirations for Markham as a dynamic urban city.

This concludes our presentation. Our CEO, Catherine Biss, is in the room with you and would be happy to take or field any questions you may have.

Thank you!

## 2023 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
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) (BMFT 1.1.1)	Support Customer Experience Strategy Project through participation on the Customer Experience Team
		Implement findings from the 2022 Citizen Satisfaction Survey
		Undertake a corporate annual Customer Satisfaction Survey for a targeted library service: children's library services in 2023
		Continue to conduct ongoing customer satisfaction surveys through the Counting Opinions survey instrument
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders (BMFT 1.1.2)	Participate in projects to leverage technology for resident engagement and communication, including: <ul style="list-style-type: none"> <li>• Support e-Blast Program</li> <li>• Support Your Voice Markham</li> </ul>
	Implement new technology to enhance business operations (EAM, Program Registration, Facility Booking systems, and staff scheduling software) (BMFT 1.2.1)	Continue to participate on project team advancing implementation of the replacement telephony softphone system
	Continue to participate on project team advancing implementation of Xplor, the new Program Registration / Facility Booking system	
	Advance Digital Markham / "Frictionless City" (BMFT 1.2.3) <ul style="list-style-type: none"> <li>• Expand digital access and literacy programs</li> </ul>	Develop and strengthen digital literacy and inclusion programs through annual work plans: <ul style="list-style-type: none"> <li>• Launch full Digital Media Labs at Cornell and Markham Village branches and transition to a Windows based environment</li> <li>• Subject to budget approval, implement Phase 3 expansion of corporate creative makerspaces and related instructional programs at Thornhill with focus on game development, self-publishing and light fabrication</li> <li>• Introduce middle school STEM program targeting lower income / at risk students</li> </ul>

## 2023 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
		<ul style="list-style-type: none"> <li>Improve public computing infrastructure (hardware and software – i.e. MFDs, public computers (transition from thin clients to desktops), computer booking software, wifi printing, digital payment for printing – to deliver more efficient self-service options and improved access for residents</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to embrace innovation and relevant technologies in delivery of service</li> </ul>	Lifecycle replacement of self-service equipment at Cornell and Angus Glen branches, to improve efficiency and user convenience
		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
		Develop a 4 year Library Technology Roadmap, based on consultation with community and other stakeholders
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Increase staff satisfaction and engagement in the department (BMFT 1.3.2)	Continue to implement succession planning, knowledge transfer, and other people-related practices to strengthen departmental operations and service delivery
		Continue to implement Workplace Recovery Plan
		Implement library Inclusion Work Plan for staff hiring, leadership, and organizational culture, include review of hiring process
	Implement Modernized Employee Wellness Program (BMFT 1.3.2)	Implement corporate Employee Wellness Program through participation on the Total Wellbeing Team along with internal wellness strategy
	Provide staff access to technologies to improve service delivery (BMFT 1.3.3)	Support ITS Department in providing workplace technologies to improve service delivery, pursuant to life cycle replacement
	Continue to invest in staff training (BMFT 1.3.4)	Support People Services project to expand application and functionality of MLC 2.0 and e-learning

## 2023 DEPARTMENTAL BUSINESS PLAN

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-Term Target	LT Target Year
# of formal customer satisfaction surveys completed	0	0	0	0	1	1 per year	2022
Overall customer satisfaction from Counting Opinions online survey <sup>1</sup>	8.7	8.8	8.2	8.59	8.8	9.0	2023
% of material borrowing through self-service <sup>2</sup>	84%	84%	77%	58.0%	80%	85%	2024
Email notifications sent ('000)	693	738	230	336	750	800	2024
# of learning hours per staff FTE (includes part-time)	7.0	15.2	17.5	20.9	18	18	2022
Corporate Staff Satisfaction Survey: Training <sup>3</sup>	71%	N/A	N/A	74.1%	80%	82%	2025
Corporate Staff Satisfaction Survey: Individual Recognition & Reward <sup>2</sup>	59%	N/A	N/A	57%	60%	65%	2025
Staff Satisfaction Survey: Organizational Engagement <sup>2</sup>	66%	N/A	N/A	56.2%	66%	70%	2025

Notes:

- 1 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.
- 2 From March 2019 to year-end 2021, operations-related data reflects Covid-related branch closures and restrictions on delivery of normal library services.
- 3 Data is generated every even year, except 2020 was completed in 2021. 2021 data reflects impact of prolonged branch closures and staff layoffs. This impact was also experienced by other departments of the Commission of Community Services.

## 2023 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.	Implement neighbourhood partnership strategy (BMFT 2.1.1): <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, including: <ul style="list-style-type: none"> <li>• Community Action Table (South Markham) for Community Safety &amp; Wellbeing (Agincourt United Way)</li> <li>• Neighbourhood partnership pilot project with Recreation and United Way</li> <li>• Development of “Good Neighbour” Brochure with Recreation Services</li> </ul>
	Expand community hub concept (currently at Aaniin CC) across the City (BMFT 2.1.2)	Support Planning-led Markham Centre Secondary Plan Update regarding civic square and community hub facilities in Markham Centre
	“Discover Markham”: celebrate Markham’s past, diverse communities and events (BMFT 2.1.3)	Support re-development of the corporate event strategy, including an inventory of festivals and events the City will host
	Plan for a major civic square with cultural amenities (BMFT 2.1.5)	Serve on the civic square team to support development of a major civic square with cultural amenities in Markham Centre
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Enhance the Volunteer program and opportunities across the City (BMFT 2.2.3)	Support the post-COVID enhancement of the volunteer program (through volunteer management software – Better Impact) and implement opportunities in the department <ul style="list-style-type: none"> <li>• Focus on youth volunteers for in-person reading, math, STEM, and tutoring programs pursuant to the Raise Your Game initiative, supporting youth and families in recovery from learning loss during the pandemic</li> </ul>
	Implement Diversity & Inclusion action plans (BMFT 2.2.4)	Implement Inclusive Library project
	Evaluate the advancement of arts and culture opportunities for Markham (BMFT 2.2.5)	Support and participate in the summer 2023 project to animate Markham Centre through public events and programs Support Planning-led feasibility study for community facilities in Markham Centre

## 2023 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
		Participate on project team to create a Culture Strategic Plan to replace the current Culture Master Plan
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Adopt and implement the Economic Development Strategy (BMFT 2.3.2)	Participate on Economic Development Strategy project team with departmental focus on: <ul style="list-style-type: none"> <li>• Delivery on workplace skills and digital training and programs, including expansion of digital resources and platforms for in-demand business and tech skills, and financial literacy</li> <li>• Relaunch of Business Hub at the Aaniin branch, along with programs delivered across the library system by community partners (e.g., Markham Small Business Enterprise Centre (MSBEC), Seneca College) to support entry-level entrepreneurship, innovation and start-ups with legal guidance, career recharge strategies, interviews and job-seeking, and academic upgrading</li> <li>• Collaboration with Economic Development for increased entrepreneurial support in library branches</li> <li>• Development of Skills Fair, focusing on career opportunities in the trades sector</li> </ul>
	Launch Destination Markham (BMFT 2.3.4)	Support the Destination Markham Corporation Tourism Strategic Master Plan, with focus on visitor attraction infrastructure, physical assets, and services and programs related to the visitor experience, e.g., Trail Hub assets (public washrooms), services and programs

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-Term Target	LT Target Year
# of volunteer Hours	11,482	15,106	2,932	N/A	12,000	13,000	2024
# of program attendance	150,356	148,692	45,150	49,661	80,000	150,000	2024
# Library materials borrowed (physical and digital) ('000s)	5,460	5,576	1,278	2,364	4,500	5,000	2025
# Library materials borrowed (physical and digital) per capita	15.66	15.98	6.65	6.67	15.00	16.00	2025

NOTES: From March 2019 to year-end 2021, operations-related data reflects Covid-related branch closures and restrictions on delivery of normal library services.

## 2023 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
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		Support cycling as a transportation mode and leisure activity through lending of cycling equipment and raising awareness through the library's Trail Hub Project of the trails and amenities available to cyclists
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Participate in all Growth Management projects	Monitor community intensification projects and initiatives from the Development Services Commission and participate in them to ensure service mandates are maintained and advanced, and to keep pace with population growth
		Continue to participate in all Growth Management projects, advising Planning as requested re ILMP recommendations and provision standards
	Implement Integrated Leisure Master Plan (ILMP) for the City of Markham's Parks, Recreation, Culture and Libraries (BMFT 3.2.4)	Continue to implement MPL Board approved departmental strategic plan, as aligned to BMFT and the ILMP, with focus on literacy, learning, and community social cohesion
		Support the Recreation-led project to determine the provision of Indoor Community Space in Intensification Areas
		Lead the monitoring of the multi-year ILMP, including regular reporting on progress
		Subject to budget approval, develop framework for evaluation of partnerships and business opportunities for co-location purposes
		Support Planning-led feasibility study for community facilities in Markham Centre

## 2023 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
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.		Update Business Continuity Plan based on COVID learnings, and provide staff with applicable training
		Continue to participate in emergency planning program and responses, as required
3.4 Protect and enhance our natural environment and built form.	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 (BMFT 3.4.3)	Support Net Zero Plan from the Sustainability and Asset Management department
		Support relaunch of greenMarkham to build awareness
	Pursue partnership opportunities for programming in the Rouge National Urban Park (BMFT 3.4.7)	Support the project to work with RNUP to develop a community programming collaboration approach
		Further develop Trail Hub Project, leveraging branch assets to promote the Rouge Valley Trail System and RNUP, including programming and activities
		Connect with cycling community and Rouge Park management to promote and advance trail support amenities and services

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Sq.ft. of library space per capita	0.46	0.48	0.43	0.43	Council to specify	0.60	Council to specify
Resident visits to library branches (000s)	2,771	2,698	523	219.7	1000	2,800	2025
Resident visits to library branches per capita	7.95	7.73	1.5	0.62	2.9	8.00	2025

**NOTES:**

From March 2019 to year-end 2021, operations-related data reflects Covid-related branch closures and restrictions on delivery of normal library services.

## 2023 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.	Funding strategy (BMFT 4.1.1)	Support development of funding strategy through Directors Forum
	Revenue strategy (BMFT 4.1.2)	Support development of revenue strategy through Directors Forum
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Establish process for evaluating public and private sector partnerships and business opportunities (BMFT 4.2.1)	Subject to budget approval, develop framework for evaluation of partnerships and business opportunities
	Advance detailed service planning for continuous improvement (BMFT 4.2.2)	Support Knowledge Transfer and service planning
		Advance service planning and continuous improvement through by documenting and evaluating service innovations made in response to changes, including COVID-19
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Develop a comprehensive risk management framework (BMFT 4.2.4)	Support implementation of Enterprise Risk Management program as part of the Directors Forum
	Establish public reporting aligned to BMFT, including key metrics (BMFT 4.3.1)	Support implementation of annual BMFT public reporting

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2022 Target	Long-term Target	LT Target Year
% completion of capital projects (Finance data)	100%	100%	N/A	100%	100%	100%	Achieved
Library Operating Budget per Capita*	36.71	38.50	38.6	39.03	N/A	N/A	N/A

## 2024-2026 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.	Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) (BMFT 1.1.1)	Support Customer Experience Strategy Project through participation on the Customer Experience Team. Contingent on corporate direction	2024-2026
		Support development, implementation and analysis of Citizen Satisfaction Survey for the 2023-2026 future Council term	2026
		Undertake a corporate annual Customer Satisfaction Survey for a targeted library service	2024-2026
		Continue to conduct ongoing customer satisfaction surveys through the Counting Opinions survey instrument, as approved corporately (in lieu of the annual corporate survey)	2024-2026
	Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders (BMFT 1.1.2)	Continue to leverage corporate technologies for resident engagement and communication, including: <ul style="list-style-type: none"> <li>E-Blast Program</li> <li>Your Voice Markham</li> </ul>	2024-2026
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Implement new technology to enhance business operations (CRM, Program Registration) (BMFT 1.2.1)	Continue to participate on project teams advancing implementation of CRM, EAM and future new technology systems to enhance business operations, including staff training	2024-2026
	Advance Digital Markham / "Frictionless City" (BMFT 1.2.3) <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	2024-2026
		Implement the 4-year Library Technology Roadmap through the capital planning process	2024-2026

## 2024-2026 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
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) (BMFT 1.3.2)	Continue to implement succession planning, knowledge transfer and other people-related practices to strengthen departmental operations and service delivery	2024-2026
		Continue to implement Employee Wellness Program, along with internal wellness strategy	2024-2026
		Continue to implement library Inclusion Work Plan for staff hiring, leadership, and organizational culture, including review of hiring process	2024-2026
	Provide staff access to technologies to improve service delivery (BMFT 1.3.3)	Support ITS Department in providing workplace technologies to improve service delivery	2024-2026
	Continue to invest in staff training (BMFT 1.3.4)	Support People Services project to expand application and functionality of MLC 2.0 and e-learning	2024-2026

## 2024-2026 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.	Implement neighbourhood partnership strategy (BMFT 2.1.1): <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	2024-2026
	Expand community hub concept (currently at Aaniin CC) across the City (BMFT 2.1.2)	Participate on community hub team to: <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>	2024-2026
	“Discover Markham”: bring Markham’s rich history to life, and continue to celebrate the diverse achievements and events (BMFT 2.1.3)	Participate on Discover Markham team to: <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>	2024-2026
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Enhance the Volunteer program and opportunities across the City (BMFT 2.2.3)	Support the enhancement of volunteer program and opportunities in the department.	2024-2026
	Implement Diversity & Inclusion action plans (BMFT 2.2.4)	Continue to support the implementation of the Diversity and Anti-Black Racism Action Plans	2024-2026
	Evaluate the advancement of arts and culture opportunities for Markham (BMFT 2.2.5)	Participate on project team to create a Culture Strategic Plan to replace the current Culture Master Plan	2024
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Adopt and implement the Economic Development Strategy (BMFT 2.3.2)	Participate on Economic Development Strategy project team	2024-2026
	Launch Destination Markham (BMFT 2.3.4)	Support Destination Markham	2024-2026

## 2024-2026 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	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		Continue to promote and support cycling and trail use	2024 – 2026
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Implement Integrated Leisure Master Plan for the City of Markham's Parks, Recreation, Culture and Libraries (BMFT 3.2.4)	Continue to participate in all Growth Management projects advising Planning as requested re ILMP recommendations and provision standards	2024 – 2026
		Continue to implement the MPL Library Board approved strategic plan, as aligned to the 2020-2023 BMFT Strategic Plan, any future BMFT updates, and the Integrated Leisure Master Plan	2024 - 2026
		Continue to lead the implementation of the Integrated Leisure Master Plan, 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>	2024 – 2026
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	2024 – 2026

## 2024-2026 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	Year
3.4 Protect and enhance our natural environment and built form.	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 (BMFT 3.4.3)	Support Net Zero Plan from the Sustainability and Asset Management department	2024 – 2026
	Pursue partnership opportunities for programming in the Rouge National Urban Park (BMFT 3.4.7)	Support project to work with RNUP to develop a community programming collaboration approach	2023 – 2026
		Develop popup trail hub for Markham Centre to support trail use and foot traffic in downtown Markham	2025

## 2024-2026 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	Year
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.	Funding strategy (BMFT 4.1.1)	Support implementation of funding strategy	2024
	4.1.2 Revenue strategy (BMFT 4.1.2)	Support implementation of revenue strategy	2024
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Establish process for evaluating public and private sector partnerships and business opportunities (BMFT 4.2.1)	Support implementation of evaluation process for partnership and business opportunities	2024
	Advance detailed service planning for continuous improvement (BMFT 4.2.2)	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	2024-2026
	Develop a comprehensive risk management framework (BMFT 4.2.4)	Support the implementation of a comprehensive risk management framework	2024-2025
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Establish public reporting aligned to BMFT, including key metrics (BMFT 4.3.1)	Support implementation of annual BMFT public reporting as part of the Directors Forum	2024-2025