

# AGENDA 1.0

## MARKHAM PUBLIC LIBRARY BOARD

### FIRST MEETING

**Notice of meeting to be held on Monday, January 29, 2024, 7:00 p.m., Virtual Meeting**

### **AGENDA**

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

1.1 Election of Board Chair and Vice-Chair

1.2 Confirmation of the Results of the Election of Chair and Vice-Chair

1.3 Declaration of conflict of pecuniary interest

1.4 Delegation: None

1.5 Chairs Remarks

10.1 **Board Education: Collections, Strategy, processes and Policies. Moved ahead to accommodate Guest Staff**

2.0 **Approval of Minutes:**

2.1 Library Board Minutes November 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 YorkRegion.com: Unique children's art exhibition on display at Markham's Angus Glen Community Library

[https://www.yorkregion.com/things-to-do/unique-children-s-art-exhibition-on-display-at-markham-s-angus-glen-community-library/article\\_8ec5e3a4-9074-5271-985a-773046625a4a.html?source=newsletter&utm\\_content=a02&utm\\_source=ml\\_nl&utm\\_medium=email&utm\\_email=BE2D3B68DB620D000F0E5035560358CA&utm\\_campaign=yrthingstodo\\_165566](https://www.yorkregion.com/things-to-do/unique-children-s-art-exhibition-on-display-at-markham-s-angus-glen-community-library/article_8ec5e3a4-9074-5271-985a-773046625a4a.html?source=newsletter&utm_content=a02&utm_source=ml_nl&utm_medium=email&utm_email=BE2D3B68DB620D000F0E5035560358CA&utm_campaign=yrthingstodo_165566)

3.0 **CEO's Highlights, January 2024**

3.1 **Markham Centre Update, January 2024**-deferred to March 2024

4.0 **Annual Monthly Policy Review:**

4.1 BCL-2e Chief Executive Officer Performance Review Policy

5.0 **Internal Monitoring Reports:**

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

## AGENDA 1.0

- 5.1 Executive Limitations/Internal Monitoring Reports Schedule
- 5.2 Executive Limitation: EL-2f Protection of Services (S. Hsu/ M. Sawh)

### 6.0 **Ends:**

- 6.1 Annual Ends Report (D. Macklin)
- 6.2 Ends Progress Update (D. Walker)

### 7.0 **Governance:**

- 7.1 OLS Update (M.McGrory) none this month
- 7.2 Resignation of Lisa Tomjenovic
- 7.3 Discussion for Upcoming Governance Coach Workshop

### 8.0 **Ownership Linkage:**

- 8.1 Input from Board Members

### 9.0 **Board Advocacy:**

- 9.1 Markham Public Library Board 2024 Annual Agenda

### 10.0 **Education**

**Please see after 1.5**

- 10.1 Collections, Strategy, Processes and Policies (M. Sawh)

### 11.0 **Incidental Information:**

- 11.1 Board Meeting Attendance Record 2023 (x2)
- 11.2 Board Meetings Venue Discussion 2024

### 12.0 **New Business**

### 13.0 **Board Evaluation:**

- 13.1 Questionnaire: The Board and The CEO

### 14.0 **In Camera Agenda**

- 14.1 To discuss a confidential matter

### 15.0 **Adjournment**

**Next Meeting:**           **March 25, 2024 7:00 p.m.**  
                                  **Virtual**

## AGENDA 1.1

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Susan Price, Board Secretary  
DATE OF MEETING: January 29, 2024  
SUBJECT: Election of Board Chair and Vice-Chair

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

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

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

The election results are confirmed by a Board motion.

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

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

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Catherine Biss  
CEO & Secretary-Treasurer

#### Attachments:

Appendix "A" – Extract from the Markham Public Library Board By-laws, pages 3 & 4

Appendix "B" – Extract from Policy Governance - Policy GP-2c "Chair's Role"

Appendix "C" – Questions & Answers

Appendix "D" – Voting Procedure

## APPENDIX "A"

### Extract from the Markham Public Library Board By-laws, pages 3 and 4

#### 3. BOARD OFFICERS

- 3.1 Chair** The Board shall elect the Chair for a one-year term and until a successor is elected provided the successful candidate has at least one year MPL Board experience. (Revised December 2012)
- 3.2 Vice-Chair** The Board shall elect the Vice-Chair for a one-year term and until a successor is elected provided the successful candidate has at least one year MPL Board experience. In the absence of the Chair, the Vice-Chair shall preside and shall have all of the Chair's powers and responsibilities. (Revised December 2012)
- 3.3 Secretary-Treasurer** The Board shall appoint a Secretary-Treasurer. Typically, that shall be the CEO or the CEO's designate.
- The Secretary-Treasurer shall:
- (a) Receive, keep safely, and account for all the Board's money.
  - (b) Open an account or accounts in the Board's name in a chartered bank, trust company, or credit union approved by the Board.
  - (c) Deposit all money received on the Board's behalf to the credit of that account or accounts.
  - (d) Disburse funds as required by provincial and federal legislation, City and Library By-laws, and Board resolutions.
- The Board Secretary shall:
- (a) Keep minutes of every Board and Committee Meeting.
  - (b) Conduct the Board's official correspondence.
- 3.4 Chief Executive Officer** The Chief Executive Officer of the Markham Public Library is the Board's employee to whom the Board delegates the supervision and direction of the Library and its staff and who shall be known in these By-laws as the "CEO/Secretary-Treasurer."

### 4. BOARD MEETINGS

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

## APPENDIX “B”

### Extract from Policy Governance, GP-2c Policy Chair's Role

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

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

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

## APPENDIX “C” Question and Answers

### 1. Nominations

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

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

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

### 3. Proxy Voting

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

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

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

### 5. Voting

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

### 6. Abstain from Voting

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

### **APPENDIX “D” Voting Procedure**

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

- 2. Nominations:**

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

Nominations will require a mover and seconder.

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

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

- 3. Voting: one nominee**

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

- 4. Voting: multiple nominees**

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

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

- 5. Candidates addressing the Board**

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

- 6. Tie Vote**

If there is a tie vote:

The CEO will issue another round of ballots. If there is still a tie vote following the second round of tabulation, the CEO will hold the voting by mail. This will include all members of the Board. The names of the nominees for the position will appear on the ballot and will be mailed to each member of the Board to circle one and return to the Board Secretary. Each ballot will be opened by the Board Secretary in the presence of the CEO. The CEO will then declare the successful candidate by email to all members of the Board.

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



## AGENDA 2.2

TO: Markham Public Library Board

FROM: Catherine Biss, CEO& Secretary-Treasurer

PREPARED BY: Susan Price, Board Secretary

DATE OF MEETING: January 29, 2024

SUBJECT: **CONSENT AGENDA**

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### RECOMMENDATION:

That the Consent Agenda comprising of Agenda 2.2 to 2.4.1 and the same are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

#### 2.2 CONSENT AGENDA:


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

##### 2.4 Communication and Correspondence:

2.4.1 YorkRegion.com: Unique children's art exhibition on display at Markham's Angus Glen Community Library

[https://www.yorkregion.com/things-to-do/unique-children-s-art-exhibition-on-display-at-markham-s-angus-glen-community-library/article\\_8ec5e3a4-9074-5271-985a-](https://www.yorkregion.com/things-to-do/unique-children-s-art-exhibition-on-display-at-markham-s-angus-glen-community-library/article_8ec5e3a4-9074-5271-985a-773046625a4a.html?source=newsletter&utm_content=a02&utm_source=ml_nl&utm_medium=email&utm_email=BE2D3B68DB620D000F0E5035560358CA&utm_campaign=yrthingstodo_165566)

[773046625a4a.html?source=newsletter&utm\\_content=a02&utm\\_source=ml\\_nl&utm\\_medium=email&utm\\_email=BE2D3B68DB620D000F0E5035560358CA&utm\\_campaign=yrthingstodo\\_165566](https://www.yorkregion.com/things-to-do/unique-children-s-art-exhibition-on-display-at-markham-s-angus-glen-community-library/article_8ec5e3a4-9074-5271-985a-773046625a4a.html?source=newsletter&utm_content=a02&utm_source=ml_nl&utm_medium=email&utm_email=BE2D3B68DB620D000F0E5035560358CA&utm_campaign=yrthingstodo_165566)



Catherine Biss  
CEO & Secretary-Treasurer

### MARKHAM PUBLIC LIBRARY BOARD

#### DECLARATION OF DUE DILIGENCE BY THE CEO

I, Catherine Biss, Chief Executive Officer of the Markham Public Library Board (the "Board"), hereby declare that to the best of my knowledge and belief, Markham Public Library is in compliance with the following from November 21, 2023 to January 23, 2024

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



Catherine Biss, CEO & Secretary-Treasurer

January 23, 2024  
Date

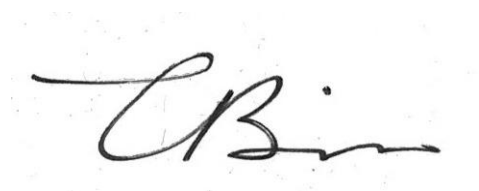
## AGENDA 4.1

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Susan Price, Board Secretary  
DATE OF MEETING: January 29, 2024  
SUBJECT: **Board-CEO Linkage BCL-2e Policy:  
Chief Executive Officer Performance Review**

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### RECOMMENDATION:

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

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Catherine Biss  
CEO & Secretary-Treasurer

Attachment: Appendix A

## APPENDIX “A”

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

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

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

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

The procedure for completing the review is as follows:

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

(over)

## AGENDA 4.1

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

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

Attachments:      Appendix "A"  
                         Appendix "B"

(over)

## AGENDA 4.1

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

### APPENDIX “A”

#### CEO’S ANNUAL SUMMATIVE EVALUATION

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

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

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

## AGENDA 4.1

(over)

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

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

[illegible]

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

[illegible]

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

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

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

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

(over)

## AGENDA 4.1

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

### APPENDIX “B”

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

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



## AGENDA 5.2

**TO:** Markham Public Library Board

**FROM:** Catherine Biss, CEO & Secretary-Treasurer

**PREPARED BY:** Michelle Sawh, Director, Administration & Operational Support

**DATE OF MEETING:** January 29, 2024

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

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### EXECUTIVE SUMMARY:

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

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

### RECOMMENDATION:

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

**POLICY TYPE:** EXECUTIVE LIMITATIONS

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

### GLOBAL POLICY LIMITATION:


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

### CEO RESPONSIBILITY:

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

### ASSERTION OF COMPLIANCE:

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



Catherine Biss  
CEO & secretary-Treasurer

## AGENDA 5.2

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

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

- The CEO is in compliance. The Library's hours of service were not impacted by any pandemic closures in calendar year 2023, for the first time since the start of the COVID-19 pandemic. This was MPL's first normalized year re. hours of service since 2019.
- **January 7, 2023** – Sunday morning service was restored to the five community centre branches (Aaniin / Angus Glen / Cornell / Milliken Mills / Thornhill Community). Sunday hours of service are 10:00 AM to 5:00 PM.
  - (Borrower and Information Services available from 1:00 PM onward, and Borrower Services only prior to 1:00 PM.)
- **January 25, 2023** (Wednesday), 7PM – 9PM – All branches closed early due to inclement weather (snowstorm).
- **March 4, 2023** (Saturday), 9AM – 1PM – All branches closed initially due to inclement weather overnight. All branches were open 1PM – 5PM, except Aaniin Library. The entire Aaniin Community Centre (including Library) never opened on March 4<sup>th</sup> due to inability to clear the parking lot of snow, resulting in insufficient availability of staff to open the building.
- **August 16, 2023** (Wednesday), 3PM – 9PM – Aaniin Library closed due to gas leak in the Community Centre.
- **August 17, 2023** (Thursday), 9:30AM – 9PM – Aaniin Library remained closed due to gas leak. Library staff were redeployed to other MPL locations throughout this closure. The building problem was resolved later in the day and the branch re-opened on Friday, August 18<sup>th</sup>, restoring full hours of service.
- **December 17, 2023** (Sunday), 10AM – 5PM – Milliken Mills Library closed due to power failure. Re-opened on Monday, December 18<sup>th</sup>.

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

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

- The CEO is in compliance. Over the last year, there have been no relocations or combinations of branch operations.

To: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Diane Macklin, Director, Community Engagement  
DATE OF MEETING: January 29, 2024  
SUBJECT: **Annual Ends Report 2023**

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**RECOMMENDATION:**

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

**BACKGROUND:**

The attached annual ends report is a compilation of the activities of the Library in 2023 which reflect the Library's accomplishments towards the Board Ends.

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

**Level 1:**

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

*Interpretation:*

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

Community Input	<p>The Library welcomes feedback from the community to ensure library services are addressing the priorities of the community. Seeking information, insights and input regularly throughout the year allows the Library to develop and provide relevant services that support the community's interests and needs. Feedback received, combined with the analysis of Library usage, demographic statistics and trend-watching guides improvements to the user experience.</p> <p>In 2023 the Library used the following tools to collect feedback:</p> <ul style="list-style-type: none"> <li>• The Counting Opinions Survey measures customer satisfaction with collections, services and facilities. The electronic survey is offered throughout the year with quarterly, incentivized blitzes. Designed specifically for libraries the survey provides analytics on importance vs satisfaction with services as well as opportunities for longitudinal analysis and benchmarking with other library systems serving similar demographics. As the first year since 2019 without COVID related disruptions (closed branches, limited services, reduced hours, proof of vaccine requirements, etc.) 2023 provides a new baseline for measuring expectations and satisfaction with the library experience.</li> <li>• Participants of library programs or services are invited to provide feedback to assess the impact of those services. The <b>Bridge Survey</b>, developed by Toronto Public Library, Ontario Library Service and the Urban Libraries Council, helps the Library understand the impact that technology services are having in the community. Participants in makerspace programs, computer workshops and other digital literacy and tech-related programs are invited to participate in the Bridge Survey. <b>Project Outcome</b> is a toolkit used by North American libraries to measure the impact of programs in the areas of early literacy, job skills, economic development, health and lifelong learning.</li> <li>• The community also had <b>informal opportunities to provide feedback</b> through website forms, Suggest a Purchase forms, at outreach events, both in-person and virtually, through AskMPL, and program exit interviews. Input received from the community, combined with an examination of trends, and analysis of available data allows library staff to make informed decisions in developing library services that are beneficial and well received by the community.</li> </ul>
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	<ul style="list-style-type: none"> <li>The Library follows the American Library Association's <b>Transforming Communities</b> model for community engagement developed with the <b>Harwood Institute</b>. Two key tools in this model include <i>Turning Outward</i> and <i>Community Conversations</i>. In turning outward the Library's <b>outreach</b> activities help reach non-users allowing better understanding of barriers to use and ensuring services remain focused on people and communities. Through <b>community conversations</b> the Library invites community members, both users and non-users, to share aspirations for themselves and the community. With the knowledge gained through these conversations combined with analysis of data available, the Library is able to identify programs and services that move community aspirations to reality. In 2023 Community Conversations focused on high school students in an effort to better understand the interests and needs of teens and address escalating behavioural challenges being experienced in the library branches.</li> </ul>
Analysis of Key Performance Indicators	<p>Ongoing <b>analysis of key performance indicators</b> and the <b>monitoring of research</b> allows staff to develop responses to trends impacting the library industry and the community. Using <b>Enviroic Analytics</b> staff are able to use Library data along with a variety of industry databases to understand customer demographics, behaviours and opportunities. Through analysis of membership and usage staff are identifying changing patterns of library use post-pandemic.</p> <ul style="list-style-type: none"> <li>Since reopening in 2022 there has been a trend towards preference for the neighbourhood branch. Compared to pre-pandemic, distance decay (the distance customers travel to visit a branch) has decreased and customers tend to be more loyal to one branch rather than being a customer of several.</li> <li>Adult customers embraced the virtual program opportunities introduced during the pandemic and continue to show a preference for the convenience of the virtual format vs attending programs in-person.</li> </ul> <p>Library staff <b>monitor external websites and social media sites</b> for reviews and comments in order to monitor MPL's reputation and to learn about customer experiences and expectations of Library products and services. These reviews have become increasingly important as more and more people are reading online reviews before engaging with a brand. Recent studies show that COVID-19 has significantly increased engagement and interaction with online reviews and that increasingly customers are turning to customer reviews to get an idea of what to expect from their in-person experience. (<i>OnDeck Canada</i>)</p>
AskMPL online chat service	<p>Implemented in 2020. <b>AskMPL</b> responded to the need for customer service assistance when branches were closed due to COVID-19. As branches reopened with limited service, there remained a demand for this online chat service. AskMPL has now transitioned into an ongoing service. AskMPL provides assistance with account registration, account information, general questions about library services, and assistance with accessing and using the library's digital collections. Through AskMPL staff gain valuable insights into how the community engages with library services. With reopening, the use of AskMPL has declined. The launch of XPlor in September, and customer's ability to book study rooms</p>

	<p>online through that platform has further impacted use of the chat service. Staff have reviewed and made changes to AskMPL so it continues to be an efficient and valuable information and feedback tool for the community.</p>
Services to At Risk and Marginalized Populations	<ul style="list-style-type: none"> <li>• MPL offers a significant proportion of its <b>programs</b> at no charge including those that promote traditional or digital literacies. The Library offers programming opportunities to customers with intellectual or developmental challenges and spectrum disorders. The program curriculum is adapted to meet specific needs. Virtual programs offered through the Zoom platform have <b>closed caption activated</b> for those with hearing impairment.</li> <li>• The Library offers computer use, photocopying and scanning to support community members without home <b>computer and/or internet access</b>. Staff also provide formal and informal instruction to support learning of these tools.</li> <li>• The Library provides materials in alternative formats to those with print or perceptual challenges so they can continue to experience the joy of reading. These include <b>Kurzweil software and scanners</b> that read text aloud, and <b>BrowseAloud</b> which reads websites aloud.</li> <li>• Customers with a print or visual disability can visit or call the Library to register for free access to the <b>Centre for Equitable Library Access (CELA)</b>. Through <b>CELA</b>, customers can access a variety of resources and have physical items provided directly to the customer through conventional mail or digitally. These services were promoted at accessibility fairs attended by staff, through outreach visits to seniors and to teachers with students who have learning disabilities. The Library also provides homebound service via Canada Post for those that are unable to make use of other options available.</li> <li>• Overdue fines are known to be a barrier to library use for marginalized and lower-income customers. The Library therefore has <b>eliminated overdue fines</b> for children and teens. To support customers in managing their accounts and prevent accidental fines the library automatically renews all items eligible for renewal.</li> <li>• Through Brainfuse the community has access to <b>free live-tutoring</b> for students in grades K to 12 and for adult learners. Students can receive one on one assistance between 2pm and 11pm in math science, reading, social studies, history, geography and language arts. Free learning programs for adults are available through Mango Languages, Universal Class, JobNow and Udemy providing a wide variety of <b>skill-building and special interest courses</b>. <ul style="list-style-type: none"> <li>○ 1,600 BrainFuse sessions</li> <li>○ 21,500 log in sessions to all language and learning databases</li> </ul> </li> <li>• <b>Dementia Care Kits</b> contain activities such as books games or puzzles help caregivers and loved ones engage with those with dementia while providing brain exercises designed to retain skills.</li> </ul>
Multilingual Collections and Newcomer Services	<p>The Library meets the needs of users whose first language is not English with <b>print and digital collections in 14 languages</b>. The Library provided a variety of programs and resources to help newcomers navigate their environment providing information about local resources and language learning opportunities. Educational and cultural programs helped newcomers connect with Markham and learn more about Canada's history and culture. Through community partners MPL</p>

	<p>offered programs and workshops in the languages of the community including early literacy programs, and workshops related to job hunting, wellness, legal rights, computer skills and social opportunities. Library staff continued to work with settlement agencies, York Region and a network of York Region public libraries to further understand the changing landscape of settlement.</p> <ul style="list-style-type: none"> <li>• more than 3200 participants in programs aimed at newcomers</li> <li>• programs were offered in Cantonese, Mandarin, Hindi, Tamil, Farsi, and Ukrainian including wellness programs, early literacy programs, information about community resources and services and programs introducing library resources for newcomers and English language learners.</li> </ul>
Collections in alternative formats	<p>As well as the traditional <b>Large Print book</b>, the library offers <b>eBooks</b> which allow those with visual impairment to adjust size, colour and contrast of text during reading. Audiobooks are available in digital format, on CD or in PlayAway formats. In Library services for users with accessibility challenges include software that reads website content aloud (<b>BrowseAloud</b>), magnifies on-screen text (ZoomText) or converts print to speech and reads it aloud (<b>Kurzweil Scanners</b>) Non-traditional collections such as The Lendery, the Bike Hub and the Trail collection, the Toy Library and the Musical Instrument Library support sustainable sharing and provides access without ownership offering a cost effective options for the community.</p>
Facility Improvements	<p>There were several facility improvement projects in 2023 that improved safety, accessibility and the customer experience including:</p> <ul style="list-style-type: none"> <li>• replacing shelving at the Milliken Mills branch. The <b>shelving upgrade</b> features brighter built-in lighting and new signage bands to improve wayfinding. The newly-installed shelves have reduced height creating a more open space.</li> <li>• repairing and repaving parking lots. At Thornhill Village repairs were made to uneven and loose interlocking at the driveway as well as the stone path leading to the entrance. At Markham Village concrete repairs were made to curbs and sidewalks along with asphalt paving of the parking lot.</li> <li>• the installation of <b>Bird Strike Control window film</b> on the entire building. The film deters birds from flying into the windows protecting them from fatal collisions while also enhancing privacy and blocking UV rays.</li> <li>• <b>painting</b> of the Thornhill Community Centre Branch and Thornhill Village Branch. At the Thornhill Community Centre all interior walls in public areas including computer lab and study rooms were refreshed. At Thornhill Village the entire building exterior including all fences and posts were repaired and repainted.</li> <li>• installation of an <b>automated door opener</b> at the Thornhill Village Library. Due to heritage building restrictions the branch has not had an automatic door opener at the front entrance. To improve the branch's accessibility the Library consulted Heritage Planning and Heritage Districts Development and obtained a Heritage Permit based on Section 9.2.4.9 Accessibility Consideration which indicates "when necessary, barrier-free access requirements should be introduced in such a manner that character-defining spaces, details, features and finishes are preserved".</li> </ul>

<p>Inclusion, Diversity, Equity and Accessibility (IDEA)</p>	<p>Inclusion, Diversity, Equity and Accessibility are fundamental values of public libraries and inform MPL's services, collections and programming. The Library is hosting a student placement from York University's Department of Equity Studies from September 2023 to April 2024. The Human Rights and Equity Studies student will support the actioning of the Library's Inclusion, Diversity, Equity and Inclusion (IDEA) Strategy updated in 2022.</p> <p>The Strategy has 3 broad goals focusing on cultivating organizational values of IDEA, broadening community understanding of local and global issues and focusing on services and policies to foster inclusion, diversity, equity and access. In 2023 several steps were taken towards actioning and implementing the plan.</p> <ul style="list-style-type: none"> <li>• <b>Unconscious Bias training</b> was standard for all new hires in 2023.</li> <li>• <b>Anti-Black racism</b> training was standard for all new hires</li> <li>• <b>Truth &amp; Reconciliation training</b> was standard for all new hires.</li> <li>• A staff group responsible for children's programming attended the Child and Youth Expo offered via the Ontario Library Association. The Expo focused on incorporating <b>equity and inclusion in program offerings</b> for youth.</li> <li>• Training modules were created for <b>MPLEdu</b>, the Library's virtual staff training platform for Black History Month, International Women's Day, Autism Awareness Week, Asian Heritage Month, Pride Month and Indigenous Heritage Month.</li> <li>• 24 staff attended the Alzheimer's Society Dementia Friendly Spaces certificate program providing MPL with an <b>Alzheimer Friendly Space</b> designation</li> <li>• Ongoing Customer Service Orientation training included training to support customers with complex service needs.</li> <li>• Staff continued to participate in <b>Ryan Dowd's Homeless Library Academy</b> training series including modules on complex service to youth, setting boundaries, removal from the library and intervening in fights or physical altercations.</li> <li>• The Library offered <b>Verbal Intervention training</b> to 41 staff early in 2023.</li> <li>• <b>Holiday labels</b> on items in the collection were updated to be more inclusive.</li> <li>• <b>Indigenous subject headings</b> were updated to reflect current practices and ensure that the language used to discover items in the collection is respectful of the communities that those items represent.</li> <li>• The revitalization project to expand and enhance the <b>Black Heritage Collection</b> was completed and launched with an event in May at the Milliken Mills Library with members of the community as well as Mayor and Council.</li> <li>• Staff conducted a site evaluation of the branches through an IDEA lens for usability which will inform the Branch Experience Strategy being developed in 2024.</li> <li>• The Library's Accessibility Plan was updated for 2023 - 2027 outlining the Library's commitments to its responsibilities under the Accessibility for Ontarians with Disabilities Act. An Accessible Library Services page was added to the website outlining services and informing the community about the plan and its progress.</li> </ul>
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Library service is an investment in community building, offering free access to information, technology and leisure and cultural services. The Library is trusted by the community and brings a host of economic and social benefits which contribute directly to the quality of life in Markham, <b>justifying the investment</b> of taxpayer dollars.	
Monitoring financial conditions	As outlined in Executive Limitations 2c and 2d, the Library reported compliance with the financial conditions and activities of the Library.
Industry benchmarking	The Library participates in industry surveys, collecting key performance indicators, including the <u>Canadian Urban Libraries Council</u> and Ontario Ministry of Tourism, Culture and Sport <u>Annual Public Library statistics</u> to benchmark against other library systems. The Library consistently demonstrates its efficiency against comparator libraries.
Risk Management Policy	The Library's Risk Management Policy identifies, evaluates and mitigates potential risks to Library assets and services on an ongoing basis to ensure appropriate responsibility for public funds. A risk management report is provided to the Library Board twice a year, in March and September, through the CEO's report to the Board. (Agenda item 3.0)

**Level 2:**

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

*Interpretation:*

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

2.1		
Literacy Development and Reading	<p>Children engage with books and literacy related activities through programs such as Family Literacy Day, Baby and Books, Family Storytime, Between the Lines and the Summer Reading Club.</p> <p><b>Storytimes</b> engage preschoolers in early literacy activities that put them on a strong path towards developing vocabulary, language and problem solving and critical thinking skills necessary to succeed as children enter the school system. MPL's storytimes incorporate the 5 key practices identified by <i>Every Child Ready to Read</i> research: reading, talking, singing, writing and playing. Storytimes also provide an important opportunity for socialization, something which was upended for many preschoolers during the pandemic.</p> <ul style="list-style-type: none"> <li>• 25,400 people participated in 979 early literacy programs including storytimes, Baby and Books, and Ontario Early Years programs</li> <li>• 22,180 people participated in storytimes offered in English, Tamil, Cantonese, Mandarin and Farsi. This is a 122% increase over 2022, a</li> </ul>	

	<p>year in which branches were still reopening and parents still had concerns about indoor programs and social gathering with small children.</p> <p>The <b>Reading Buddies</b> and <b>Reading to Success</b> programs linked teen mentors with young children and provided opportunities to practice and improve reading skills while exploring new titles</p> <ul style="list-style-type: none"> <li>• through 167 reading support programs 1343 school aged increased their confidence and skills in reading.</li> </ul> <p>Through a 6 week period in July and August the <b>Summer Reading Club</b> encouraged children to continue reading to limit learning gaps while out of school. Recognizing that learning loss has been significant over the pandemic staff incorporated grade appropriate reading and learning meetups into the program. Parents of participants report increased confidence in their children's reading and report their child reads more often during the summer as a result of participation in the program.</p> <ul style="list-style-type: none"> <li>• 4261 children participated in Summer Reading Club activities in the branches with over 200 attending the Wrap Up Party</li> <li>• registered readers completed 630 challenges, earned 2,500 badges and read 200,000 hours</li> </ul> <p><b>Markham Reads</b> is an annual celebration of books, community and reading for pleasure. The program promotes social cohesion and the sharing of ideas through the reading and discussion of a common title. Every year readers are invited to share in the reading of a book that will inspire lively conversations across the City. The Library also hosts programs that help people to connect with the book's themes and ideas as well as with one another. Community members were invited to vote on one of five titles selected for their ability to inspire conversation and spark dialogue. This year the community chose Robin Yeatman's debut novel <i>Bookworm</i>, a black comedy that explores the power of reading and imagination. In this book the protagonist escapes the unhappiness of her life through books, elaborate dreams and nocturnal travelling. Programming included book discussions, a self-love program, a cooking program and a virtual author visit. <i>Bookworm</i> was available in multiple formats to increase accessibility. The Library was able to negotiate simultaneous use rights for digital copies during the length of the program to increase availability of the title... For the first time in the program, the Library partnered with CELA to provide a copy in DAISY format for blind or print impaired readers.</p> <ul style="list-style-type: none"> <li>• 990 checkouts of <i>Bookworm</i> including 4 in DAISY format and 713 eCircs.</li> </ul> <p>In person <b>book clubs</b> returned with a reimagined format to improve access to the book club titles and provide more opportunities for readers to connect with each other. Under the new format four new titles are selected each quarter based on criteria such as diversity and opportunities for substantial discussion, for example are there characters with depth? or thought provoking situations? Multiple copies of titles were purchased and made available as short term loans</p>
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	<p>to increase access. As well as the book discussion meeting another program was offered related to each book's theme to increase engagement and continue the discussion. These programs included a plant swap, a podcast discussion and a speed friending event.</p> <ul style="list-style-type: none"> <li>• 25 book club discussion programs were held in 2023 with 251 participants</li> </ul> <p><b>Between the Lines</b> is a self-guided reading program for children up to Grade 8. It is designed to increase reading engagement particularly for Grades 4 to 8, a time when reading for pleasure tends to decline. Monthly themes and suggested reading lists are posted in the branch, posted on the website and sent to parents via email.</p> <ul style="list-style-type: none"> <li>• Between the Lines has an email subscriber list of 6,500 with a 46% open rate</li> </ul> <p>Delivered monthly the <b>NextReads eNewsletter</b> curates staff developed reading recommendations. Recommended lists are also promoted on the library's website. Many of these reading lists acknowledge times of observance or awareness (Pride Month, mental health awareness days, and heritage months such as Black History Month or Islamic Heritage Month)</p> <ul style="list-style-type: none"> <li>• 476 recommended reading lists were created doubling the number of lists created in 2022. These lists had 20,975 click throughs.</li> </ul> <p>Aligned with the strategic theme of Reading to Transform, the Library launched <b>BookFlix</b> (by Scholastic) to engage families with the library's digital collection, support individual reading goals through informal learning opportunities, promote the value of reading for pleasure and instill early literacy skills in preschool children. BookFlix is a digital resource that provides pairings of animated storybooks with related non-fiction ebooks. Pairings presented in this format foster a foundational interest in reading, learning and real-world knowledge building for children from Kindergarten to Grade 3. BookFlix also includes interactive activities that strengthen comprehension skills.</p> <p>The Library also promoted external reading initiatives such as Poetry Month, CBC Canada Reads, OverDrive's Big Canada Read and <b>One eRead Canada</b>, an initiative of the Canadian Urban Libraries Council (CULC). Similar to Markham Reads but on a national scale One eRead Canada promotes digital reading awareness and understanding of the challenges public libraries face in providing their communities with digital collections. This year's title <i>Tatouine</i> by Jean-Christophe Réhel was available in eBook and eAudio formats in both French and English and offered virtual programming and engagement through social media.</p>
Diverse collections	<p>Library staff continuously monitor demographic trends in Markham to ensure collections are reflective of community needs and interests. As well as collecting physical materials in 14 world languages, the Library offers digital collections in other languages. This includes PressReader which provides customers with access to newspapers and magazines from 100+ countries. The library introduced new collections in 2023 including <b>CO2 monitors</b> allowing residents to test the airflow in their home and measure indoor air quality. The device also measures temperature, relative humidity, and atmospheric pressure.</p>

	<p>Increased levels of CO2 can have adverse impacts on general well-being including headaches, fatigue, or difficulty concentrating as well as increasing the risk of airborne infections. Readings can help inform decisions where improvements are required such as opening windows, changing appliances or reducing the number of occupants in a space.</p> <p>The <b>Toy Library</b>, previously available at Milliken Mills and Aaniin branches was expanded to Cornell with a strong focus on sensory toys. Programming for the launch included an “I Spy” activity incorporating the new toys, a storytime and STEAM activities which drew many families to the launch and resulted in the branch being “sold out” of toys on the launch weekend.</p> <p>The Library continued to make available</p> <ul style="list-style-type: none"> <li>• <b>Ontario Park Passes</b>, day use passes for provincial parks</li> <li>• <b>Enviropacks</b>, environmentally themed backpacks with books and activities that connect families to the outdoors,</li> <li>• <b>Daisy players</b>, supporting audiobook CDs in accessible formats,</li> <li>• <b>Wonderbooks</b>, a picture book in a self-contained audio player,</li> <li>• <b>digital equipment</b>, including cameras, specialized microphones and equipment for digital creation</li> <li>• a collection of <b>bikes</b> for adults and children including bike trailers, eBikes and tandem bikes available through a unique partnership model with Markham Cycles. This model has generated interest from other library systems across Canada</li> <li>• <b>musical instrument lending library</b> including adult and child sized instruments such as guitars, violins, banjos, keyboards and drums as well as culturally diverse options such as a taja, djembe, calbasa, kalimba and a Native American style hoop drum. To further encourage development of musical talent the Markham Village branch also features a state-of-the-art sound booth for music recording.</li> <li>• <b>The Lendery</b> providing sports equipment, hand tools and small appliances designed to provide access to things that you may need in the moment but don't need to own.</li> <li>• <b>Dementia care kits</b> with games, books and activities that support those with memory loss and dementia.</li> </ul>
Quality spaces	<p><b>Study rooms</b> continue to be a popular reason for visiting the library. In the Fall, online bookings moved to XPlor, the new program registration system. This had a positive impact on staff workload as requests were no longer being managed through the online chat service AskMPL.</p> <ul style="list-style-type: none"> <li>• 14,800 study room bookings were created through XPlor for 26,000 hours of study room space.</li> </ul> <p>With the reopening of the Cornell makerspace in January and Thornhill in May, all makerspaces are now fully operational. In 2022 Open Houses proved to be an effective way to promote and engage the community in use of the space. As a result Open Houses were held in 2023 at Thornhill, Cornell and Angus Glen branches. These mini-maker festivals provided family oriented activities while showcasing equipment available and creative ideas for their use. The Thornhill Community Centre Branch Makerspace has a focus on digitization and received new equipment mid-year nearly doubling Makerspace use from the beginning of</p>

	<p>the year. In 2023 the Library received funding from the City to expand Makerspace services. The resulting purchases and service enhancements will be completed in 2024.</p> <ul style="list-style-type: none"> <li>• 512 customers completed the Makerspace Orientation program online becoming “certified makers” able to use the equipment in the MakerSpaces.</li> <li>• there were 847 bookings of the Makerspaces and nearly 800 requests for curbside 3d print jobs</li> <li>• 850 people engaged in activities at Maker Space Open Houses</li> <li>• 755 people attended programs learning to use the Cricut or 3d Printers</li> </ul> <p>In the Library’s virtual space the <b>website</b> continued to evolve and respond to the changing information needs of customers. The site required frequent updating as services continued to be restored and new services added.</p> <ul style="list-style-type: none"> <li>• Updated images on all web pages to support responsive design.</li> <li>• 1,652,442 total page views up 12% from 2022</li> <li>• 620,655 website users up 18% from 2022</li> <li>• 168 promotional banners were created for the website homepage promoting library services, collections, events or service announcements</li> <li>• MPL’s mobile app was updated to allow for multi-account support, giving families the ability to link multiple family accounts conveniently to the app. This addressed a long standing challenge for families making it easier for them to switch between accounts on the same mobile device.</li> </ul> <p>The Library’s <b>social media channels</b> are an extension of MPL’s virtual space raising awareness, sharing the MPL story and engaging the community to start conversations. The Library’s social media channels continued to see growth in followers and engagement while targeted advertising through social media helped grow community connection to the Library. Weekly <b>eNewsletters</b> ensured the community remained informed about new service offerings, collections and upcoming library programs.</p> <ul style="list-style-type: none"> <li>• All new library members received welcome emails to encourage ongoing use and engagement with the library. These emails had a 70% open rate well above the 36 to 40% generally seen in the industry.</li> <li>• 1734 new followers across all the Library’s social media platforms</li> <li>• 347,129 Instagram video views, a 250% increase over 2022.</li> <li>• eNews continued to drive traffic to the website with 17,000+ clicks on links leading to the website. The Library earned more than 49,000 opens on email campaigns.</li> <li>• Page and profile reach across all social media platforms was 1.1 million users up 50% over 2022. This represents the number of people who saw any content including posts, reactions, or mentions on the Library platforms.</li> </ul>
Life Long Learning	<p>The <b>Digital Literacy Strategy</b> was updated with a vision of creating a connected, resilient and thriving community through access to technology and digital learning opportunities. The plan recognizes that by 2030 90% of Canadians will require digital literacy skills for work or academics but currently</p>

	<p>only 45% of Canadians have the needed skills. The strategy aims to close this gap through four strategies:</p> <ul style="list-style-type: none"> <li>• digital equity -community members have barrier-free access to technology</li> <li>• digital access - the community has the ability to fully participate in a digital society</li> <li>• digital literacy- the community has the skills and confidence to find information online and to be safe online</li> <li>• digital readiness - the community is introduced to emerging technologies</li> </ul> <p>Research indicates that the pandemic has had a negative impact on learning, literacy and student's academic achievement. The Library has responded by increasing the number of <b>school support programs</b> offered. A weekly Saturday STEAM drop in program fostered problem solving and critical thinking skills while exploring guided hands-on activities. Reading Buddies, Reading Coach and Reading to Success built confidence in reading. PALS (Pet Assisted Literacy Support) used therapy dogs to motivate and support the development of literacy skills and social emotional learning. Children built confidence as they read aloud to furry friends. The program is especially beneficial to children with anxiety or children on the autism spectrum. In a partnership with York University Faculty of Education teacher candidates completed a community placement at the library offering reading recovery programs to students in Grades 2 to 5. The partnership continues in 2024 with a focus on math. The popular annual <b>University and College Fair</b> hosted representatives from 15 colleges and universities providing prospective students with information about their programs. Other workshops supporting the transition from secondary to post-secondary education included sessions related to financing education, achieving academic success for neurodivergent students, creating winning scholarship applications,</p> <p>For Teens the Library offered a <b>math support program, exam writing workshops</b>, the <b>University and College Fair</b>, several workshops related to planning for post- secondary education.and programs on mental health and stress management.</p> <p>Programs for parents focused on supporting children's education and included school readiness, understanding the Ontario curriculum to support student learning, and understanding the IEP (Individual Education Plan) in Ontario's school system.</p> <p>Through educational partnerships the Library offered math support programs to students in grades 2 through 12. Summer Camps, Learning Place programs (the Library's fee based program model) and PA Day and holiday programming also had a focus on math, science and technology concepts.</p> <p><b>Online learning opportunities</b> were provided through the Library's subscriptions to high quality databases including <i>Universal Class</i>, <i>Brainfuse</i>, <i>Mango Languages</i>, <i>Little Pim</i> (language learning for children), <i>Learning Express Library Canada</i> and <i>Niche Academy</i>. Through these thousands of on-demand</p>
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	<p>courses are available to meet the professional goals and personal interests of the community. BrainFuse and homework help databases were promoted to students through outreach to schools.</p> <ul style="list-style-type: none"> <li>customer feedback: <i>"Yesterday my son joined the brainfuse platform to get some help. He needs help on vowels and spellings. So the tutor who helped named StarlightT was an amazing and extremely talented tutor and expert. I am so happy and satisfied with her patience and wanting to help my son above and beyond. I am so so thankful to her and Markham Public Library."</i></li> </ul> <p>The <b>Love of Language (LOL) Club</b> provided newcomer youth an opportunity to practice English communication, vocabulary, writing and reading skills through fun activities while also fostering new friendships.</p> <p>The Community had opportunities to learn more about current issues. In the Spring a webinar with the Canadian Environmental Law Association spoke to the impacts of Bill 23, the More Homes Built Faster Act. The discussion included climate resilience, affordable housing, protecting the natural environment and a review of housing law proposals. The <i>National Crimes Exhibit</i> rotated through several Library branches and explored the creation of residential schools, its impacts and trauma and the Indigenous led political action and efforts towards Reconciliation. The Repair Cafe promotes social cohesion bringing together a volunteer "fixer" with a community member with a device needing repair. With a focus on community building the program also provides information about waste reduction and sustainability.</p> <p>The Library marked significant dates with programs, collection promotions and online campaigns that provided information and built awareness. These included the Lunar New Year, Hindu Heritage Month, International Women's Day, Pride, Black History Month, National Aboriginal Heritage Month, Truth and Reconciliation Day, Abilities Awareness Month, Asian Heritage Month, Islamic Heritage Month, and Remembrance Day. Following community consultation the Library made improvements to its Black Heritage Collection and launched a revitalized collection in May with an event featuring storytellers, music, storytimes and family activities.</p>
Wellness Programs	<p>The health and wellness of their families continues to be a top priority for families in Markham. Access to consumer healthcare information at the Library, including collections, online resources and programming, supports the community in maintaining their health and wellbeing. The Library's Health and Wellness collection continues to be the most borrowed subject. Wellness programs provide awareness and knowledge for positive decision making and to find balance in managing priorities. The Library's partnership with Oak Valley Health provides enhanced opportunities to access professional medical journals. While the hospital's librarian, working out of a space located in the Cornell Library, cannot offer medical advice they can help customers find and navigate authoritative information. Coming out of the pandemic programs related to</p>

	<p>mental health and stress management continued to be in high demand. Also popular were programs related to aging and brain health.</p> <ul style="list-style-type: none"> <li>• There were 2179 sessions reported to health and wellness online databases, a 63% increase over 2022.</li> <li>• 471 Wellness programs were offered to more than 6000 participants. There was a 20% increase in participation in wellness programs over 2022.</li> <li>• 174 programs, attended by 1350 people focused on mental health and were offered in English, Mandarin, Cantonese and Hindi for adults, teens and seniors. Many of these programs focused on meditation, mindfulness and social connection.</li> <li>• 272 people attended Walk-In Counselling sessions. Offered in English, Mandarin and Cantonese by certified counsellors these free sessions helped participants explore their personal strengths, be aware of the supports and resources available to them and develop a short term plan to address their personal situation. Being able to connect with these supports within the library can be less intimidating and help reduce stigma.</li> <li>• 843 people attended programs related to aging covering topics from brain health and Alzheimer's to hearing loss and nutrition.</li> <li>• 900 newborns attended Infant Hearing Clinics. Identifying hearing loss as early as possible is critical to speech and language development. Bringing new families into the Library also provides an opportunity for staff to talk to new parents about the many resources available to support their baby's growth and development.</li> </ul>

## 2.2 The community is enriched and strengthened.

### *Interpretation:*

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

2.2		
Volunteer Opportunities	<p>Teen volunteers gained work experience and developed leadership skills while helping the Library offer high quality programs and events. Volunteers assisted in various aspects of programming, customer service (greeting and checking in customers at events), setting up and cleaning up at events and preparing activities related to programs. Experienced volunteers also had opportunities to work directly with children and lead activities that increased children's skills and confidence through programs such as <i>Reading Buddies</i> and at summer camps. Through partnered programs adult volunteers supported seniors or newcomers in programs such as English Conversation Circle. In 2024 staff will be evaluating the volunteer program as it pertains to adults in an effort to engage older adults in meaningful volunteer opportunities.</p>	



	<ul style="list-style-type: none"> <li>• In 2023, 498 volunteers showed their commitment to the Library by logging 10,376 volunteer hours.</li> <li>• demonstrating that volunteer work also builds friendship and community, teen volunteers created their own WhatsApp groups to share event photos and to share information about volunteer and recreational opportunities.</li> </ul>
Economic Development	<p>The Library supports the employment needs of the community with workshops to build resume and interview skills, and access to community and Library resources. The Library's online databases and virtual courses help the community acquire the skills and knowledge they need to succeed in the workforce. In July the Library launched BrainFuse JobNow, an online database wherein job seekers can find job and career related resources. Similar to BrainFuse HelpNow, launched in 2022 and offering live online tutoring, JobNow offers live online sessions with career coaches who provide career related advice, support and feedback in job searching, <b>applying for jobs</b>, <b>resume editing</b>, and <b>interview skills development</b>. In addition, Brainfuse JobNow offers a multitude of career-related content in the form of mini-lessons and videos, which cover topics like life skills, career prep and job profile information, unemployment assistance resources, and computer skills.</p> <p>The Library's spaces allow for studying, for coming together to collaborate and for using the computers and internet to bridge the digital divide. Makerspaces also help build digital skills required in the workplace while also providing opportunities to foster innovation and entrepreneurship.</p> <p>Programs provided insights into different career fields, discussed legal aspects and marketing tactics for entrepreneurs and provided guidance on networking and job seeking. Demand continues for programs related to personal finance, a trend that first emerged in 2022.</p> <ul style="list-style-type: none"> <li>• 2177 sessions logged with Morningstar online database, an investment database. This is a 10% increase over 2022</li> <li>• 403 sessions logged with BrainFuse JobNow</li> <li>• 10970 sessions logged with the Library's career, business and entrepreneurship focused online databases</li> <li>• 95 programs on job skills, entrepreneurship or personal finance were offered with 1850 participants. Popular amongst these were programs focusing on using AI to market and grow small businesses.</li> </ul>
Community Connection	<p>In its 3rd Strategic Goal the Library aims to build social cohesion providing programs and services that build social capital and connect communities. An outcome of all library programs is that customers have opportunities for social interaction. Programs such as book clubs, storytimes, EarlyOn and English Conversation Circles provide social connection with the intangible benefits of improved wellbeing as well as creating deeper community roots.</p> <p>The Library introduced two new programs to support newcomer children and teens in learning English and building social connections. The <b>Love of Language (LOL) Club</b> used books and games aimed to improve English vocabulary while engaging activities also fostered healthy friendships. The <b>Newcomer Anime Club</b> for high school students improved English comprehension skills while watching anime films and playing games. Each</p>

	<p>session also included discussions on life skills topics such as conflict management, financial literacy and social media to build confidence in language skills</p> <p>The weekly Homeschoolers MeetUp fosters social bringing together families to provide a supportive network. The MeetUp provides space for homeschoolers to socialize and collaborate on learning opportunities. Staff provide a curriculum-based program on a monthly basis which has included guest speakers from the community or the staff's Digital Literacy Specialist offering a STEAM related lesson and activity.</p> <ul style="list-style-type: none"> <li>• 665 people attended the Homeschoolers MeetUps</li> </ul> <p>Two program offerings at Cornell were initiated following Community Conversations with teens in the area. Library staff met with 110 Cornell area teens to hear about the challenges they experience and their aspirations. As part of the conversation they identified programming opportunities including opportunities to be creative and an interest in tournaments. <b>Drop In Board Game Nights</b> were offered in the Fall at Cornell. With a goal of providing youth with positive opportunities for social engagement the meetups occurred on Tuesday evenings and after library closing on Fridays. Participants had opportunities to play popular classics as well as be introduced to new games for all types of players. An expert gamer facilitated the program making recommendations, providing instruction and joining in where needed. Also developed for youth at Cornell was the <b>CBC Radio Camp</b> which taught 13 to 18 year olds how to write, record and narrate a radio documentary or podcast. The course, led by a CBC radio producer engaged youth with technology and media and had them thinking about their role in the community. A listening party was held at the end of the program and the recordings posted to the CBC website.</p> <ul style="list-style-type: none"> <li>• Staff comment: <i>"A customer came to the desk and wanted to tell us how much he enjoyed the Games Night. He thought the game selection was great and said Joan (the facilitator) was terrific. It was a fun, enjoyable, welcoming place to be. He had not been to a library for years. He hopes we have a similar program in the near future. Also, he said that he was going to stop downstairs and get a library card on his way out."</i></li> <li>• 300 people participated in these two programs</li> </ul> <p><b>Chess in the Library</b> is a local non-profit student run organization that promotes chess to children. High school and University instructors run weekly chess programs at the library in a casual and fun environment. The popularity of the program led to the development of two Chess tournaments providing free Chess Federation of Canada rated tournaments to children.</p> <ul style="list-style-type: none"> <li>• 460 participants in Chess programs</li> </ul> <p>Celebrating Seniors Month the annual <b>Seniors Garden Party</b> returned with an afternoon of laughter, refreshments, games and a tour of the garden at the Thornhill Village Library. Throughout the year there were program opportunities</p>
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	<p>for seniors to socialize both in virtual and in-person programs. <b>Plain Tea and Murukkuh</b> is a popular drop in game program for Tamil Seniors while <b>Minds in Motion</b> is an Alzheimer's Society program meeting virtually and encouraging Mandarin Speakers to meet new friends while enhancing cognitive stimulation.</p> <p>Recognizing rising inflation and interest rates and the impact this has on parents purchasing back to school supplies and clothing the Library held its first <b>Back to School Community Swap</b>. The Library encouraged donations and swapping of supplies including clothing, backpacks, stationery, toys and sporting equipment. Following up on the success of the Community Swap the Library solicited community donations of mittens and winter accessories which were then distributed through the Markham Food Bank.</p> <ul style="list-style-type: none"> <li>• 100 community members visited the back to school swap</li> <li>• <i>"This community event is great as inflation has made things a lot more expensive."</i></li> <li>• <i>"I am so thankful that the library is organizing this as a lot of my "kids" clothes are damaged."</i></li> <li>• <i>"My kids are so happy now that they have new toys to play!"</i></li> <li>• 487 items Winter accessories were donated and distributed</li> </ul> <p>The <b>Trail Project</b>, made possible through the My Main Street Community Activation project included purchase of equipment to enhance use of Markham's trails and were added to the collection in the Spring. These include wagons, binoculars, scooters, hand warmers, winter shoe clamps, and hiking poles. The MPL Trail project subsite on the website, links to content created by local creatives with poems and stories inspired by the trails. In Spring Storywalk signs were installed along the trails linking trail-goers to the content through QR codes.</p> <p>The Library's first <b>Mid-Autumn Festival</b> brought families together to celebrate the full harvest moon. While sampling mooncakes from local vendors, participants also had opportunities to try on traditional clothing, participate in craft activities and pottery workshops as well as storytimes and other family-fun activities.</p> <p><b>Art exhibits</b> in the Library showcase the community's creativity while making art accessible. Branches hosted exhibits by local high schools, and by elementary age children attending art schools locally while the <i>To the Moon</i> exhibit showcased the work of an award-winning local indie game studio. Each exhibit also featured an opening reception giving artists opportunities to connect with the community and tell the stories behind their work. Other exhibits provided information and opportunities for reflection. The Immigration Story exhibit, curated by a York Region resident acknowledges the stories of courage and hope and the contribution of newcomers as told through their personal stories.</p> <p><b>Outreach activities</b> provide opportunities to engage with the community beyond the library walls. Visits to schools, seniors clubs, festivals, and community meetups provide opportunities to promote library services and</p>
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	<p>encourage engagement with the library. Pop ups in local parks throughout the summer build community connections and allow staff to interact in meaningful conversations that provide insight into community aspirations, interests and challenges.</p> <ul style="list-style-type: none"><li>• Staff connected with 12,900 people through outreach activities</li></ul>
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TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director, Strategy & Planning

DATE OF MEETING: January 29, 2024

SUBJECT: **Ends Progress Update**

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### **RECOMMENDATION:**

**That the report “Ends Progress Update” be received.**

### **BACKGROUND:**

The purpose of this Report is:

- To update the Board regarding our key strategic achievements as of year-end 2023.
- To inform the Board of the preliminary workplan for 2024.

### **2023 – A Challenging Year**

MPL faced several challenges in 2023. This past year continued to focus on post-pandemic recovery, with significant focus on repairing organizational culture and customer engagement following the events of the pandemic closures. Some of the mitigating issues impacting MPL in 2023 include:

- Services and staff still recovering from closures and layoffs.
- Restoration process to repair organizational trust with staff
- Concerns regarding changes in the performance of our long-time supplier of library materials.
- Recovery of pre-pandemic branch services and in-person programs.
- Responding to staff and community impact of the Islamic Month display

### **Documenting the 2023 Journey and the 2024 Workplan**

The Appendices to this Report document our achievements and plans from a strategic perspective. The Appendices are by no means exhaustive, but rather focus on key initiatives and innovations beyond Business-As-Usual (BAU).

## AGENDA 6.2

The Board will note that the Appendices carry forward the format of our three linked strategic frameworks:

1. MPL Strategic Plan (2020).
  - Public-facing expression our vision and mission.
  - Used for communication to the community and to staff.
2. Library Board's Global Ends Policy (E-1).
  - Provides a policy governance lens for consideration of initiatives and workplans.
  - The 6.1 Report provides a thorough review of how the E-1 language – “enhanced quality of life”, “justifies the funds invested”, “enriched and strengthened”, etc. are interpreted to guide staff in achieving the Board's Global Ends.
3. City of Markham Strategic Plan – Building Markham's Future Together (BMFT) 2020:
  - BMFT is the City's corporate Strategic Plan, focusing all Commissions and departments on the following four goals:
    1. Exceptional Services by Exceptional People
    2. Engaged, Diverse, Thriving & Vibrant City
    3. Safe, Sustainable, & Complete Community
    4. Stewardship of Money & Resources
  - Following the 2022 municipal election, the 2020 BMFT is currently being reviewed by Council and senior City staff.
  - The updated BMFT, anticipated to be approved in late Q1 or early Q2, will henceforth be the strategic documents that guides MPL's annual business planning and related reporting.
  - Our alignment with municipal priorities as per BMFT is critical to Council support for library budgets.

### **2024: Reviewing MPL's 2020 Strategic Plan**

2024 will be a year of strategic transition for MPL, grounded in the update of the Board's Ends as well as the anticipated update of the City's BMFT Strategic Plan. Following approval of both these grounding documents, staff will undertake a review of MPL's 2020 Strategic Plan in 2024's refreshed strategic context, with a view to ensuring alignment with Board direction as expressed in the new Board Ends, and with the municipal priorities expressed in the new BMFT.

A handwritten signature in black ink, appearing to read 'CBiss', is centered within a faint, light gray rectangular border.

Catherine Biss  
CEO & Secretary-Treasurer

APPENDIX A: Strategic Plan Update 2023 Accomplishments and Highlights

APPENDIX B: 2024 Preliminary Workplan

## APPENDIX A: Strategic Plan Update – 2023 Accomplishments and Highlights

This Appendix highlights our key strategic accomplishments as of year-end 2023. Further details at a more granular level are provided in 6.1.

The table below is intended to show the alignment and intersections between our three over-arching strategic frameworks – the 2020 MPL Strategic Plan, Library Board Ends, and the City’s Strategic Plan – Building Markham’s Future Together.

1 MARKHAM PUBLIC LIBRARY STRATEGIC PLAN		2 BOARD ENDS	3 CITY STRATEGIC PLAN – BUILDING MARKHAM’S FUTURE TOGETHER (BMFT)			
OUR STRATEGIC GOALS	2023 STRATEGIC ACCOMPLISHMENTS	GLOBAL ENDS POLICY (E-1)	BMFT GOAL 1	BMFT GOAL 2	BMFT GOAL 3	BMFT GOAL 4
<b>MPL GOAL 1: Reading to Transform</b>						
<b>Youth Library Cards</b>	Issued 8,127 Youth Cards in 2023, providing fine-free, equitable access to library content for children and teens, enhancing literacy and potential for lifelong educational success, while developing a literate and educated workforce. This brings our total Youth Cards issued since launch in May 2021 to 17,632. In terms of Diversity & Inclusion, this initiatives reduces barriers to library membership and use.	2.1 Supports the development of individuals and families as <b>readers and lifelong learners</b> .		✓ Thriving City: Literate workforce DEI <sup>1</sup>		
<b>Library ECards</b>	Issued over 3,520 eCards, providing “anywhere” access to the Library’s online content and resources, including ebooks, digital audio/video etc., ensuring inclusive community access to the digital library from home, work and on the road. This brings our total eCards issued since launch to 8,865, resulting in 1,183,177 e-items borrowed in 2023.	2.1 Supports the development of individuals and families as <b>readers and lifelong learners</b> .		✓ Engaged Diverse & Thriving City		

<sup>1</sup> DEI: Diversity Equity and Inclusion



## AGENDA 6.2

1 MARKHAM PUBLIC LIBRARY STRATEGIC PLAN		2 BOARD ENDS	3 CITY STRATEGIC PLAN – BUILDING MARKHAM’S FUTURE TOGETHER (BMFT)			
OUR STRATEGIC GOALS	2023 STRATEGIC ACCOMPLISHMENTS	GLOBAL ENDS POLICY (E-1)	BMFT GOAL 1	BMFT GOAL 2	BMFT GOAL 3	BMFT GOAL 4
<b>Renewed Black Heritage collection.</b>	Launched a renewed Black Heritage collection to enrich and strengthen the community through awareness of the heritage and literature of black Canadians, resulting in borrowing of 1,897 Black Heritage items.	2.2 Enriches and strengthens the community.		✓ Engaged Diverse & Thriving City		
<b>MPL GOAL 2: Limitless Learning</b>						
<b>Library Wellness Strategy</b>	Amplified the City Wellness Strategy for staff and the community through planning for inclusive access to wellness content and programs. To be implemented in 2024.	2.2 Enriches and strengthens the community.		✓ Engaged Diverse & Thriving City		
<b>Advanced Digital Literacy</b>	Developed Markham’s digital skills and digital literacy through programs and camps that focus on STEAM, coding and robotics, resulting in program attendance of 1,174. Prepares community for digital transformation of municipal services.	2.2 Enriches and strengthens the community.	✓ Digital Markham Strategy			✓ Efficient service delivery
<b>Digital Literacy for Newcomer Older Adults</b>	Developed a Digital Literacy initiative for Newcomer Older Adults and secured funding (Ontario Seniors Community Grant - \$16,000) for 2024 launch.	2.2 Enriches and strengthens the community.	✓ Digital Markham Strategy	✓ DEI		
<b>Business Services</b>	Advanced economic development at grass-roots level through affordable business, entrepreneurship and job-skill programs/events delivered by community partners, with resident attendance of 702.	2.2 Enriches and strengthens the community.		✓ Thriving City		

## AGENDA 6.2

1 MARKHAM PUBLIC LIBRARY STRATEGIC PLAN		2 BOARD ENDS	3 CITY STRATEGIC PLAN – BUILDING MARKHAM’S FUTURE TOGETHER (BMFT)			
OUR STRATEGIC GOALS	2023 STRATEGIC ACCOMPLISHMENTS	GLOBAL ENDS POLICY (E-1)	BMFT GOAL 1	BMFT GOAL 2	BMFT GOAL 3	BMFT GOAL 4
<b>Makerspace Services</b>	Delivered public makerspace services, including Open Houses and low-barrier opportunities to explore 3D printing and other makerspace tech. Installed new makerspaces at Markham Village and Cornell branches. 2023 saw 847 Makerspace bookings, 1,770 hours of Makerspace Time used, along with 1,082 participants in makerspace programs, and 91% of participants reporting they learned a new skill.	2.2 Enriches and strengthens the community.	✓ Digital Markham Strategy	✓ Thriving City Digital Literacy.		
<b>MPL GOAL 3: Community Social Cohesion</b>						
<b>IDEA Action Plan</b>	Developed MPL’s Inclusion, Diversity, Equity and Accessibility (IDEA) Plan, designed to amplify Markham’s Diversity Action Plan and Anti-Black Racism Plan at the community-facing level.	2.2 Enriches and strengthens the community.		✓ DEI		
<b>Restored full branch services</b>	In the first full year of post-COVID service levels, branches were visited by over 2,108,066 constituents in 2023.	2.1 Gathering Spaces			✓ Complete communities	
<b>Self-Service Technology</b>	Worked with ITS to upgrade and improve self-service and other tech solutions. As a Canadian leader in adopting RFID-based self-service technologies, the Library is supported by ITS in implementing ongoing lifecycle replacement of equipment to make the user experience more convenient, and to enhance internal efficiency savings. In 2023, 79.93% of items were borrowed through self-service, and 80.74% of returned materials were checked in through self-service.	1a. Enhanced quality of life at a level that justifies the funds invested.	✓ Service Excellence			✓ Efficiency Fiscal Stewardship

## AGENDA 6.2

1 MARKHAM PUBLIC LIBRARY STRATEGIC PLAN		2 BOARD ENDS	3 CITY STRATEGIC PLAN – BUILDING MARKHAM’S FUTURE TOGETHER (BMFT)			
OUR STRATEGIC GOALS	2023 STRATEGIC ACCOMPLISHMENTS	GLOBAL ENDS POLICY (E-1)	BMFT GOAL 1	BMFT GOAL 2	BMFT GOAL 3	BMFT GOAL 4
<b>Xplor Launch</b>	Supported launch of Xplor, the City’s new system for room bookings and program registration, including resident account registration, implementation of POS, and the Xplor go-live. Delivers a faster more convenient process for program registration and other customer functions. Post-launch, Xplor supported 490 online program registrations, with a 74% average fill rate.	1a. Enhanced quality of life at a level that justifies the funds invested.	✓ Service Excellence			✓ Efficiency Fiscal Stewardship
<b>Trail Project</b>	Supported Destination Markham and the Economic Development Strategy by enhancing the trail experience. Continued to expand and promote the library trail hub project (resources and programs) as a source of information and education for residents and visitors to build awareness of trail experiences, and encourage increased Main Street foot traffic and length of visits. In 2023, 357 trail equipment items were borrowed, and 71 participated in trail programs	2.2 Enriches and strengthens the community.			✓ Economic Development Destination Markham	
<b>Growth Management</b>	Advanced the development of complete communities through participation in growth management projects, including the Langstaff West (Condor) Community Space opportunity, the Langstaff East (Kylemore) community facilities study, and the Secondary Plans for Markham Centre and Markville	Gathering Spaces			✓ Complete communities	

## APPENDIX B: 2024 PRELIMINARY WORKPLAN

As part of the 2024 budget process, City departments developed 2024 Business Plans in Q4 2023. It is anticipated that our workplan will be reviewed and updated pursuant to the new Board Ends policy and the new BMFT.

1: MARKHAM PUBLIC LIBRARY STRATEGIC PLAN		2 BOARD ENDS	3 CITY STRATEGIC PLAN – BUILDING MARKHAM’S FUTURE TOGETHER (BMFT)			
OUR STRATEGIC GOALS	2024 STRATEGIC WORKPLAN	GLOBAL ENDS POLICY (E-1)	BMFT GOAL 1	BMFT GOAL 2	BMFT GOAL 3	BMFT GOAL 4

### MPL GOAL 1: Reading to Transform

Strengthen library content (physical items)	Onboard our new collections Automatic Release Plan (ARP) vendor to ensure vendor <sup>2</sup> is positioned to meet community needs in terms of selection and timely delivery of non-digital collections.	1a. Enhanced quality of life at a level that justifies the funds invested		✓ Thriving City: Literate workforce		✓ Fiscal Stewardship
Expand digital content	Expand digital content for skill development, including a coding platform for children to learn computer programming skills.	1a. Enhanced quality of life at a level that justifies the funds invested	✓ Digital Markham Strategy	✓ Thriving City		

<sup>2</sup> “RFP 255-R-23 Markham Public Library Material and Processing Services”

<https://pub-markham.escribemeetings.com/Meeting.aspx?Id=d2b022b5-e273-4e4e-876c-646df298d863&Agenda=Agenda&lang=English&Item=28&Tab=attachments>

## AGENDA 6.2

1: MARKHAM PUBLIC LIBRARY STRATEGIC PLAN		2 BOARD ENDS	3 CITY STRATEGIC PLAN – BUILDING MARKHAM’S FUTURE TOGETHER (BMFT)			
OUR STRATEGIC GOALS	2024 STRATEGIC WORKPLAN	GLOBAL ENDS POLICY (E-1)	BMFT GOAL 1	BMFT GOAL 2	BMFT GOAL 3	BMFT GOAL 4
Assistive software	Improve support for customers with print disabilities through deployment of assistive software on all public computers.	2.1 Access to high quality resources and facilities that support their identified needs		✓ DEI		
Implement Wellness Strategy	Support community health and wellness through enhancement of library health and wellness collections across all formats.	1a. Enhanced quality of life at a level that justifies the funds invested		✓ Engaged Diverse & Thriving City DEI		
Support dyslexic Readers	Enhance services for dyslexic readers through improved access to relevant reading materials.	2.1 Access to high quality resources and facilities that support their identified needs		DEI		
Support Functional Literacy	Enhance literacy development services for adults struggling with functional literacy through improved relevant resources.	2.1 Access to high quality resources and facilities that support their identified needs		DEI		
<b>MPL GOAL 2: Limitless Learning</b>						
Advance Digital Literacy	Implement Year One of the MPL Digital Literacy Strategy: <ul style="list-style-type: none"> <li>• Launch “Girls in STEM” partnership Program</li> <li>• Launch Digital Literacy initiative for Newcomer Older Adults (funded through Ontario Seniors Community Grant)</li> </ul>	2.2 Enriches and strengthens the community	✓ Digital Markham Strategy.			✓ Fiscal Stewardship

## AGENDA 6.2

1: MARKHAM PUBLIC LIBRARY STRATEGIC PLAN		2 BOARD ENDS	3 CITY STRATEGIC PLAN – BUILDING MARKHAM’S FUTURE TOGETHER (BMFT)			
OUR STRATEGIC GOALS	2024 STRATEGIC WORKPLAN	GLOBAL ENDS POLICY (E-1)	BMFT GOAL 1	BMFT GOAL 2	BMFT GOAL 3	BMFT GOAL 4
Cyber- Security	<ul style="list-style-type: none"> <li>Develop VR-based initiative to support neurodiverse individuals</li> </ul>					
	Improve security of Integrated Library System (ILS) through project coordinated with Markham ITS and vendors to deploy security enhancements	2.2 Enriches and strengthens the community	✓ Digital Markham Strategy.	✓ DEI		✓ Fiscal Stewardship
	Upgrade public computers and printing	2.2 Enriches and strengthens the community	✓ Digital Markham Strategy	✓ DEI		✓
	ESL programs for newcomers	2.2 Enriches and strengthens the community		✓ Thriving City DEI		
<b>MPL GOAL 3: Community Social Cohesion</b>						
Community Consultation re Library Facilities	Leverage Your Voice Markham for community conversations about ILMP update, Langstaff community hubs (subject to outcome of negotiation), and Ward 3 community services (subject to budget approval.	2.2 Enriches and strengthens the community	✓ Community Consultation			✓ Fiscal Stewardship

## AGENDA 6.2

1: MARKHAM PUBLIC LIBRARY STRATEGIC PLAN		2 BOARD ENDS	3 CITY STRATEGIC PLAN – BUILDING MARKHAM'S FUTURE TOGETHER (BMFT)			
OUR STRATEGIC GOALS	2024 STRATEGIC WORKPLAN	GLOBAL ENDS POLICY (E-1)	BMFT GOAL 1	BMFT GOAL 2	BMFT GOAL 3	BMFT GOAL 4
Planning for Social Cohesion and Inclusion	Through facility planning projects apply the social lens to deliver facilities as vibrant social spaces that enhance cohesion, inclusion, and strong and connected neighbourhoods.	2.1 Gathering Spaces		✓ DEI	✓ Complete Communities	
Complete Communities	Procure consultant and manage/support the update of the 2019 ILMP Section 10 regarding provision and financing of community facilities in Intensification Areas. (Project to be funded through the consolidation of two pre-approved budget submissions – Recreation's 2022 capital project: Indoor Public Space Study – Areas of Intensification (\$152k), and the Library's 2020 project for Markham Centre Library - Phase 1.(\$71.2k)	2.1 Gathering Spaces		✓ DEI	✓ Complete Communities	
Consult Ward 2 Community	Conduct community consultation in Ward 2 regarding community facilities at Victoria Square site (subject to approval of 2024 budget submission).	2.1 Gathering Spaces	✓ Community Consultation	✓ DEI	✓ Complete Communities	
Working with Youth	Partner with 360 Kids to train staff in reaching out to and working effectively and safely with youth and at-risk populations, and managing problematic behaviour.	2.1 Access to high quality resources and facilities that support their identified needs	community	✓ DEI		
Software for Print Disabilities	Improve support for customers with print disabilities through deployment of assistive software on all public computers.	2.1 Access to high quality resources and facilities that support their identified needs	✓ Service Excellence	✓ DEI		✓Efficiency Fiscal Stewardship

## AGENDA 6.2

1: MARKHAM PUBLIC LIBRARY STRATEGIC PLAN		2 BOARD ENDS	3 CITY STRATEGIC PLAN – BUILDING MARKHAM’S FUTURE TOGETHER (BMFT)			
OUR STRATEGIC GOALS	2024 STRATEGIC WORKPLAN	GLOBAL ENDS POLICY (E-1)	BMFT GOAL 1	BMFT GOAL 2	BMFT GOAL 3	BMFT GOAL 4
Implement IDEA Action Plan	Activate City Diversity and Inclusion and Anti-Black Racism Plans at community-facing level through launch of year one of the MPL Inclusion, Diversity, Equity and Accessibility (IDEA) Action Plan.	2.1 Access to high quality resources and facilities that support their identified needs		✓ DEI		
Training for Understanding Across Cultures	Improve employee cross-cultural understanding through launch of Anti-Islamophobia training.	2.1 Access to high quality resources and facilities that support their identified needs		✓ DEI		
Promote Environmental Literacy	Amplify City sustainability strategy at community level through launch of year one of the MPL Sustainable Library Strategy.	2.2 Enriches and strengthens the community			✓ Sustainability Plan	



TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Susan Price, Board Secretary  
DATE OF MEETING: January 29, 2024  
SUBJECT: **Markham Public Library Board 2024 Annual Agenda**

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**RECOMMENDATION:**

**That the report “Markham Public Library Board 2024 Annual Agenda” be received.**

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

Catherine Biss  
CEO & Secretary-Treasurer

Attachments: Markham Public Library Board 2024 Annual Agenda of Meetings and Events

## MARKHAM PUBLIC LIBRARY BOARD 2024 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
<b>Policy Review</b>								
All policies reviewed and changes made- deferred for 2024								All policies in Board Package for review and bring forward changes in January if required
<b>Planning: Strategic Plan</b>								
Update			Update		Update Request Volunteers for presentation to Council ?? Date TBD	Update		
<b>Ends Policy Reports</b>								
Annual Ends Report of Library Achievements Board Statistical Report			Board Statistical Report CEO's Highlights		Board Statistical Report CEO's Highlights	Board Statistical Report CEO's Highlights		
<b>Community Engagement Events</b>								
Family Literacy Day Jan 27 Milliken Mills Library	Black History Month  Chinese New Year Feb 10	International Women's Day Mar 8  March Break 11-15	National Volunteer Week April 21-27		National Indigenous History Month	National Day for Truth and Reconciliation September 30	Ontario Public Library Week 14-18	

# MARKHAM PUBLIC LIBRARY BOARD 2024 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
	Pink Shirt Day Feb 28							
<b>Finance</b>								
				1. Operating Budget Report 2. Capital Budget Report 3. Auditors Report (May or June)	Auditors Report (May or June) Preliminary Capital Budget Report			
<b>Risk Management</b>								
		CEO's Highlights				CEO's Highlights		
<b>Board &amp; Staff Development</b>								
OLA Super Conference Jan 24-27	February 3 Governance workshop							
<b>Internal Monitoring Reports (Compliance List of Internal Monitoring Reports and discussion led be Members)</b>								
EL-2f Protection of Services		EL-2d Financial Condition EL-2g Emergency Executive Succession EL-2j Communication & Counsel to the Board	EL-2e Asset Protection	EL-2c Budgeting/ Forecasting EL-2d Financial Condition	EL-2h Community Relations EL-2i Compensation & Benefits EL-2j Communication & Counsel to the Board	EL-2d Financial Condition	EL-2b Staff Treatment EL-2c Budgeting/ Forecasting EL-2j Communication & Counsel to the Board	EL-1 General Executive Constraint EL-2a Customer Treatment
<b>Board Education</b>								
Collections; Strategy; Processes and Policies		Customer Service at MPL: C3, Staff			The Central Library Service Model	MPL's Community Engagement Approach		Digital Literacy at MPL

## MARKHAM PUBLIC LIBRARY BOARD 2024 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
		Engagement and the Customer Service Revolution						
<b>CEO Performance Review</b>								
BCL-2e CEO Performance Review Policy in Board package		In camera discussion with Board members only Chair to prepare Draft report	Chair and Vice-Chair (if available) to meet with CEO prior to April meeting In camera discussion Board members and CEO present	The Chair advises the review process is complete and stored as per procedure.				
<b>Library Board Meetings</b>								
Jan 29 ZOOM Virtual Meeting First Meeting Election of Chair/Vice-Chair		March 25 ZOOM Virtual	April 22 ZOOM Virtual	May 27 TBD	June 24 TBD	Sept 23 TBD	Oct 28 TBD	Nov 25 TBD