

MARKHAM PUBLIC LIBRARY BOARD

FIRST MEETING

Notice of meeting to be held on Monday, January 27, 2025, 7:00 p.m. Virtual Meeting by ZOOM

AGENDA

1.0 Call to Order/Adoption 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 Adoption of Minutes: (November 25, 2024)
- 1.4 Declaration of Conflict of Interest
- 1.5 Delegations
- 1.6 Chair's Remarks

2.0 Ownership Linkage

- 2.1 Reports from Board Members
Attachment: Events Q1 2025
- 2.2 Markham Public Library Board 2025 Annual Agenda

3.0 Board Education

- 3.1 Strategic Planning: Preparing for the Strategic Planning Process (D. Walker)

4.0 Information Requested by the Board

- 4.1 CEO's Highlights

5.0 Items for Decision

- 5.1 BCL-2e Chief Executive Officer Performance Review Policy
- 5.2 Board Meeting Attendance Record 2024
- 5.3 Policy Governance Wording Review for January Discussion

6.0 **Monitoring Performance**

6.1 **Ends:**

6.1.1 Global Ends Report Level 1 and Level 2 (2024)

6.2 **Executive Limitations:**

6.2.1 Executive Limitations: Internal Monitoring Reports
Schedule 2025

6.2.2 EL-2f Protection of Services(W. Phung/ A.Cecchetto)

7.0 **Consent Agenda**

All items under the Consent Agenda are considered to be routine and are recommended for approval by the Chair.

7.1 **Declaration of Due Diligence by the CEO**

7.2 **Communication and Correspondence:**

7.2.1 YorkRegion.com: A customer with dementia struggles in a grocery store. Now what?

[Vince's Market staff trained to help customers with dementia](#)

8.0 **Board Performance and Self-Evaluation**

8.1 Questionnaire: The Board and the CEO

9.0 **New Business**

10.0 **In-Camera**
(none)

11.0 **Adjournment**

NEXT MEETING: Monday, March 24, 2025, 7:00 p.m.
Virtual Meeting by ZOOM

AGENDA 1.1

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Susan Price, Board Secretary
DATE OF MEETING: January 27, 2025
SUBJECT: Election of Board Chair and Vice-Chair

Election of Board Chair and Vice-Chair:

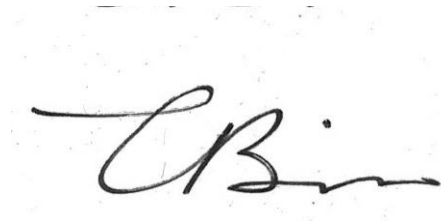
The CEO/Secretary-Treasurer of the Board presides over and conducts the elections for the Board Chair and Vice-Chair.

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**

Policy Type:	Governance Process
Policy Number:	GP-2c Page 1 of 1
Policy Title:	Chair’s Role
Revision Dates:	June 30, 2003, April 25, 2005, February 27, 2012, September 24, 2012

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 2.1: Events Attachment

During Black History Month we will feature **A Fireside Chat with Dragon's Den Contestant Judy Stewart**. Judy is a Markham resident, teacher and entrepreneur who successfully pitched her brand Trèsolz on CBC's Dragon's Den this past fall.

Thursday, February 27 6:00 to 7:30 at Angus Glen Library

Join us at the **Tamil Heritage Month Celebration** for a family-friendly evening of traditional dancing, singing and martial arts. This showcase of the Tamil culture will be offered in both Tamil and English.

Aaniin Library

Wednesday, January 29 6:30 to 8:00

Our **Winter Wellness Fair and Market** features local businesses showcasing wellness services. Connect with community entrepreneurs, attend wellness workshops and gain insights from industry experts in fitness, nutrition and self-care.

Markham Village Library

Saturday February 8 10:00 to 4:00

We will be celebrating **International Women's Day** at the Reading to Success program offered in partnership with Youth and Parents Association of Markham (YPAM). Reading to Success is a volunteer facilitated weekly literacy program for children in Kindergarten to Grade 2 designed to build the reading habit. On this day the program will feature a number of speakers reflecting on International Women's Day and recognizing the mothers, grandmothers, sisters and female role models that have been instrumental in the success of the reading program.

Aaniin Library

Sunday, March 29 2:00 to 4:00

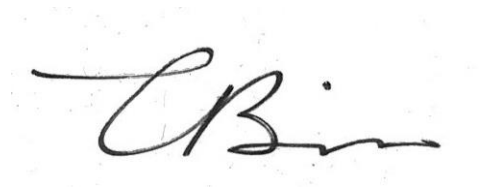
TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Susan Price, Board Secretary
DATE OF MEETING: January 27, 2025
SUBJECT: **Markham Public Library Board 2025 Annual Agenda**

RECOMMENDATION:

That the report “Markham Public Library Board 2025 Annual Agenda” be received.

Background:

Regarding the heading, **Ends Reports and Strategic Plan Updates**; Strategic Plan Updates are marked with an asterisk pending Board approval as proposed in January 2025 Agenda 3.1: Preparing for the Strategic Planning Process.



Catherine Biss
CEO & Secretary-Treasurer

Attachments: Markham Public Library Board 2025 Annual Agenda of Meetings and Events

MARKHAM PUBLIC LIBRARY BOARD 2025 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
Policy Review								
All policies reviewed and changes made								All policies in Board Package for review and bring forward changes in January if required
Ends Reports and Strategic Plan Updates								
Global Ends and Level 1 and Level 2 Annual Report of Library Achievements Board Statistical Report		Strategic Plan Update*	Strategic Plan Update* Board Statistical Report CEO's Highlights	Strategic Plan Update*	Ends-Level 1 (YTD) Strategic Plan Update* Board Statistical Report CEO's Highlights	Ends-Level 2 (YTD) Board Statistical Report CEO's Highlights	Strategic Plan Update*	Strategic Plan Update*
Community Engagement Events								
Family Literacy Day Jan 25 Milliken Mills Library	Black History Month Chinese New Year January 29-February 12 Pink Shirt Day Feb 26	International Women's Day Mar 8 March Break 10-14	National Volunteer Week April 27-May 4		National Indigenous History Month	National Day for Truth and Reconciliation September 30	Ontario Public Library Week 19-25	

MARKHAM PUBLIC LIBRARY BOARD 2025 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
Finance								
				1. Operating Budget Report 2. Capital Budget Report 3. Auditors Report (May or June)	Auditors Report (May or June) Preliminary Capital Budget Report			
Risk Management								
		CEO's Highlights				CEO's Highlights		
Board & Staff Development								
OLA Super Conference Jan 29-Feb 1								
Internal Monitoring Reports (Compliance List of Internal Monitoring Reports and discussion led by Members)								
EL-2f Protection of Services		EL-2d Financial Condition EI-2g Emergency Executive Succession	EL-2e Asset Protection	EI-2c Budgeting/ Forecasting EL-2d Financial Condition	EL-2h Community Relations	EL-2d Financial Condition EL-1 General Executive Constraint	EL-2b Staff Treatment EL-2c Compensation and Benefits	EL-2a Customer Treatment EI-2j Communication & Counsel to the Board
Board Education								
Strategic Planning: Preparing for the Strategic Planning Process		Trends and Issues in Canadian Libraries		Member Engagement Strategy: Community Segmentation Data	Board Member Engagement in the Community	Digital Literacy at MPL (from 2024)		Biennial Collections Strategy Survey Results
CEO Performance Review								
BCL-2e CEO Performance Review Policy		In camera discussion with Board	Chair and Vice Chair (if available)	The Chair advises the review process is				

MARKHAM PUBLIC LIBRARY BOARD 2025 ANNUAL AGENDA

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	SEPTEMBER	OCTOBER	NOVEMBER
in Board package		members only. Chair to prepare Draft report	to meet with CEO prior to April meeting In camera discussion Board members and CEO present	complete and stored as per procedure.				
Library Board Meetings								
Jan 27 ZOOM Virtual Meeting First Meeting Election of Chair/Vice-Chair		March 24 ZOOM Virtual	April 28 ZOOM Virtual	May 26 Aaniin Library	June 23 Markham Village Library	Sept 22 Markham Village Library	Oct 27 Unionville Library	Nov 24 ZOOM Virtual

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director, Library Strategy & Planning

MEETING: January 27, 2025

SUBJECT: Strategic Planning: Preparing for the Strategic Planning Process

RECOMMENDATION:

THAT the Board receives the Board Education Report and Presentation entitled “Strategic Planning: Preparing for the Strategic Planning Process.”

BACKGROUND

Current Strategic Plan (2020 – 2026)

Our current Strategic Plan was developed in 2019, and updated MPL’s Vision, Mission, Values, Strategic Goals, Objectives and Actions. The Library Board was engaged in the planning process through a series of workshops led by a consultant. The resulting Strategic Plan was launched in early 2020, shortly before the pandemic crisis and facility lockdowns across the City. The COVID-19 pandemic restrictions on in-person public library services affected membership, usage of physical spaces and materials, and available resources including staffing, thereby disrupting and delaying our ability to implement the 2020 Strategic Plan.

The Post-Pandemic Operating Environment – Scanning the Trends

There have been many changes in the operating landscape since 2020, which makes the 2025 process to update and strengthen our Strategic Plan both timely and necessary to ensure our priorities are founded on a comprehensive understanding of the Library’s operating environment and current context.

Accordingly, a comprehensive **environmental scan** will be a key phase of the strategic plan update project, engaging staff in analysis of trends across a broad range of focus areas.

Community Consultation

The Markham community has also changed since 2020. A robust and comprehensive approach to consultation and engagement will be critical to an effective strategic planning process, and to ensuring that MPL’s priorities going forward are informed by the perspectives and insights of internal and external stakeholders and are aligned with

the needs of the Markham community. As an early phase in the overall strategic planning update project, the community consultation process and tactics will be designed by staff to identify residents’ priorities for MPL and provide an opportunity to probe into their views on several issues, including future library facilities.

Alignment

Throughout the 2025 strategic planning process, the Strategic Planning Team will ensure alignment with the Library Board’s 2024 Ends Policy and with corporate approved plans, including:

- The City of Markham strategic plan **Building Markham’s Future Together (BMFT)**¹ In 2022, following the start of a new Council term, BMFT was refreshed, but not substantially changed from the earlier version (2020-2023).
- Markham’s Diversity and Eliminating Anti-black Racism Action Plans.
- Markham’s Older Adult and Accessibility Strategies.

PROCESS AND TIMELINE

The proposed process and timeline for the Strategic Plan Update project is outlined below. They are structured around the dates of upcoming Library Board meetings – as indicated in the table below shaded in blue – with recurring reports in each month providing strategic planning updates for the Board’s review. The staff workflow in relation to the Library Board meetings is shown in the table below shaded in green.

2025	PROCESS STEPS
Jan	Planning to Plan: Staff develop Report 3.1 re Strategic Planning Process for Board review. <ul style="list-style-type: none"> • Board touchpoints during the Process are aligned with Board 2025 Meeting dates.
Jan 27	Library Board Meeting Receive / Review Report 3.1 re Strategic Planning Process seeking approval of strategic plan process and timeline.
Feb 5	Project Kickoff Meeting – Senior Staff <ul style="list-style-type: none"> • Finalize Project Charter • Identify Roles, Responsibilities of Strategic Planning Team & Sub-Teams • Coordinate and finalize timelines for Team and Process steps and activities • Review Plan for Staff Consultation
Feb	Strategic Planning Team review of the 2020 Strategic Plan <ul style="list-style-type: none"> • What is the implementation status of the Goals, Objectives and Actions?

¹ <https://www.markham.ca/about-city-markham/city-hall/city-plans-strategies/2020-2026-strategic-plan>

2025	PROCESS STEPS
	<ul style="list-style-type: none"> • Are the Vision (which describes what an organization wants to be), Mission (why it exists), and Values (what it believes in) still meaningful in their current form? • Do the Goals remain valid, useful, and achievable? • Are there new strategic initiatives internally and corporately not represented in the 2020 Strategic Plan?
Feb - Mar	<p>Engage staff in Environmental Scan reports and trend analysis.</p> <p>Develop Report 3.1 Trends Analysis (phase 1) Develop Consultation (community) and Engagement (staff, stakeholders) Plan.</p>
Mar 24	<p>Library Board Meeting Receive / Review Report 3.1: Trends Analysis (phase 1). Report 3.1: Consultation and Engagement Plan.</p>
March	<p>Develop Consultation (community) and Engagement (staff, stakeholders) Plan Launch staff consultation.</p>
Apr 28	<p>Library Board Meeting Receive / Review Report 3.1: Consultation and Engagement Plan.</p>
May	<p>Conduct SWOT Analysis with Review SWOT analysis & alignment with risk analysis, with report to Board on May 26.</p>
May 26	<p>Library Board Meeting Receive / Review Report 3.1: SWOT Analysis.</p>
June	<p>Review results of internal/staff consultations, with report to Board on June 23.</p>
Jun 23	<p>Library Board Meeting Receive / Review Report 3.1: internal/staff consultations.</p>
Jun - Aug	<p>Develop and launch a plan for external consultations (City staff, Council, community partners).</p>
July – Sep	<p>Conduct community consultations (focus groups, online survey, etc.). Library Board is invited to attend focus groups and other public events.</p>
Sep 22	<p>Library Board Meeting Receive / Review Report 3.1: Community and other external consultations.</p>
Oct	<p>Staff develop draft strategic priorities, strategy map, strategy objectives, success measures.</p>
Oct 27	<p>Library Board Meeting</p>

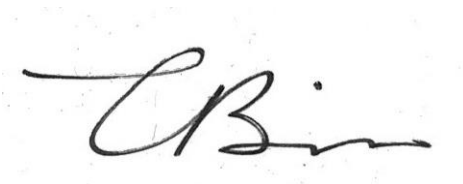
2025	PROCESS STEPS
	Receive / Review Report 3.1: draft strategic priorities, strategy map, strategy objectives, success measures.
Nov	Staff finalize strategic plan, execution roadmap, implementation plan and communication plan.
Nov 24	Library Board Meeting Receive / Review Report 3.1: strategic plan, execution roadmap, implementation plan and communication plan for final approval.

See also Appendix A: MPL Strategic Plan Update Process 2025

Note: This is a swimlane diagram, designed to create a view of a pool divided into lanes and provide an overall visualization of the project. Also known as functional flow charts, swimlane diagrams map out the cross-functional workflows stressing the interconnections between the components of the project.

Presentation

A presentation entitled “Strategic Planning: Preparing for the Strategic Planning Process” will be delivered at the Board Meeting on January 27th.



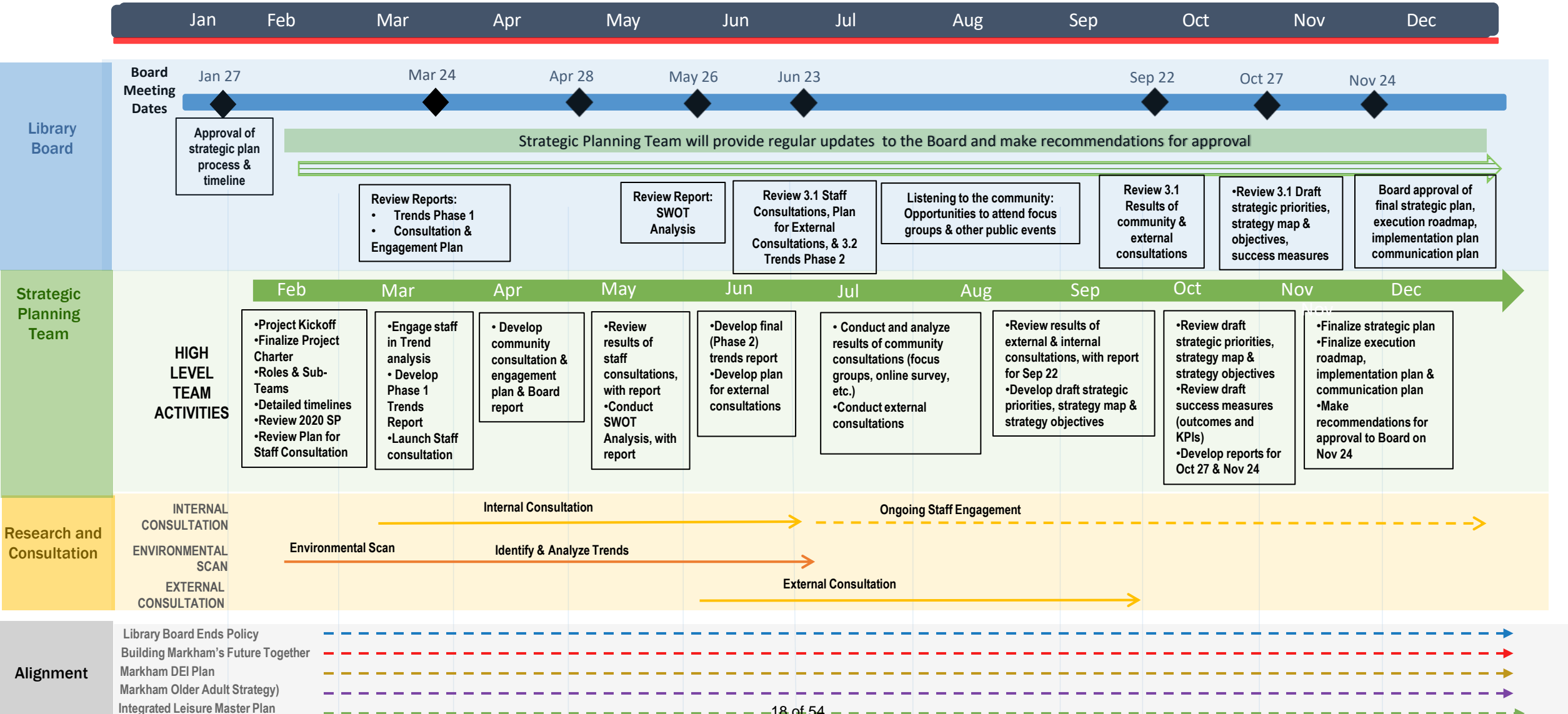
Catherine Biss
CEO & Secretary-Treasurer

APPENDIX A: MPL Strategic Plan Update Process 2025

MPL Strategic Plan Update Process 2025

January 27, 2025
3.1 APPENDIX A

2025



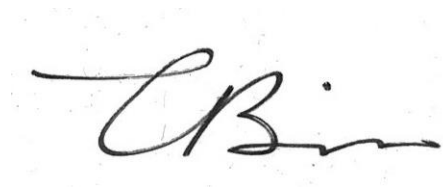
TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Susan Price, Board Secretary
DATE OF MEETING: January 27,2025
SUBJECT: **Board-CEO Linkage BCL-2e Policy:
Chief Executive Officer Performance Review**

RECOMMENDATION:

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

BACKGROUND:

The highlighted areas on the BCL-2e Policy indicate changes that will be implemented in the 2025 CEO Performance Review.

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Catherine Biss
CEO & Secretary-Treasurer

Attachment: Appendix “A”

APPENDIX “A”

Policy Type:	Board-CEO Linkage
Policy Number:	BCL-2e Page 1 of 6
Policy Title:	Chief Executive Officer Performance Review
Revision Dates:	April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021, 2025

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)

Policy Type:	Board-CEO Linkage
Policy Number:	BCL-2e Page 2 of 6
Policy Title:	Chief Executive Officer Performance Review
Revision Dates:	April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021, 2025

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.

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)

Policy Type:	Board-CEO Linkage
Policy Number:	BCL-2e Pages 3 & 4 of 6
Policy Title:	Chief Executive Officer Performance Review
Revision Dates:	April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021, 2025

APPENDIX “A”

CEO’S ANNUAL SUMMATIVE EVALUATION

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

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

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

AGENDA 5.1

ENDS	Report received according to monitoring schedule. Date Received	Interpretation determined "reasonable" by the Board?	Data sufficient to satisfy Board of Compliance or Achievement	Board Decision and Date for re-submission (if necessary)	Results of re-submission
E-1 Global Ends and Level 1 and Level 2 (annually in January)					
Level 1 -June (YTD)					
Level 2 - September (YTD)					

Policy Type:	Board-CEO Linkage
Policy Number:	BCL-2e Page 5 of 6
Policy Title:	Chief Executive Officer Performance Review
Revision Dates:	April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021, 2025

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)

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

Signed: _____ Chair

Date: _____

Signed: _____ CEO

Date: _____

(over)

Policy Type:	Board-CEO Linkage
Policy Number:	BCL-2e Page 6 of 6
Policy Title:	Chief Executive Officer Performance Review
Revision Dates:	April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021, 2025

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 6.1.1

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Diane Macklin, Director, Community Engagement
Debbie Walker, Director, Library Strategy and Planning
Andrea Cecchetto, Director, Service Excellence
Michelle Sawh, Director, Administration & Operational Support

DATE OF MEETING: January 27, 2025

SUBJECT: **Global Ends Report Level 1 and Level 2 (2024)**

RECOMMENDATION:

That the Board receives the “Global Ends Report Level 1 and Level 2 (2024)”.

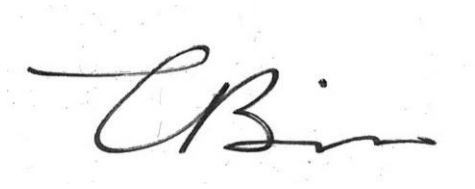
Background

As directed by the Board, the Global Ends Report Level 1 and Level 2 (2024) summarizes the year’s progress towards achievement of Board Ends (Global, Level 1 and Level 2) for the full prior year.

Report – Appendix A

The Report format includes the following elements:

- End Statement as developed and approved by the Board.
- Interpretation by the CEO of the meaning of the End as approved by the Board.
- Evidence of Compliance:
 - Status in terms of compliance:
 - Compliant
 - Partially Compliant
 - Non-Compliant
- Strategic Workplan: New initiatives and innovations during the reporting year, as well as innovations and initiatives that build upon and improve existing Business as Usual (BAU) activities.
- Desired Outcomes / Targets indicating how Ends Achievement will be measured, and how the Board will know we are successful.
- Notes regarding compliance status, and impact of, for example, unplanned corporate priorities, external constraints outside our direct control, and unanticipated changes to the conditions and assumptions upon which the annual strategic workplan was based.

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

Catherine Biss
CEO & Secretary-Treasurer

APPENDIX A: Global Ends Report Level 1 and Level 2 (2024)

APPENDIX A: GLOBAL ENDS REPORT LEVEL 1 AND LEVEL 2 (2024)

BOARD GLOBAL ENDS

GLOBAL ENDS	The community (those who live, work or study in Markham) has equitable access to resources, information and ideas that will enrich their civic, educational, career and personal lives warranting the continuing investment of public resources.
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INTERPRETATIONS:

I interpret “equitable access” to mean that MPL is intentionally developing services that provide free and high-quality information to everyone in the community.

- MPL offers core services free of charge
- MPL has in place policies and procedures that provide quality of service and equity of access

I further interpret “resources, information and ideas” to mean MPL’s physical and virtual spaces, collections, technologies, programs and services.

- MPL’s operating hours and resources provide equity of service across Markham
- MPL’s operating hours support community patterns of work, study and leisure

I further interpret “warranting the continuing investment of public resources” means the community and stakeholders see value in library services.

- The community values MPL.
- Funders see value in MPL.
- MPL demonstrates effective and efficient use of resources.

All strategies towards the Ends are rated by their compliance status at year-end in one of three categories as follows:

Compliant
Partially Compliant
Non-Compliant

Evidence of Compliance

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
<ul style="list-style-type: none"> • 2025 Business Plan/workplan approved by Commissioner • 2025 Budget adopted November 27, 2024 • 2025 Strategic Plan update pending project 	<p>The enrichment of the lives of everyone in Markham the Library’s core/fundamental role/mission is baked into our strategic plans, our business planning, and our annual strategic workplans.</p>	<ul style="list-style-type: none"> • Successful approval of business plan by Commissioner and City. • Successful annual budget support by City. • Successful Board approval of strategic plans and annual strategic workplans. 	<p>Business planning is an annual process. 2025 Business Plan outlines MPL’s 2025 workplan. Development of a new/refreshed strategic plan is a 2025 project (see January 2025 report 3.1)</p> <p>MPL’s annual business planning principles ensure that business plans are:</p> <ul style="list-style-type: none"> • Designed to express our unique role and value to constituents. • Prioritized and aligned with Board Ends and municipal priorities <p>Strategic plans are internal to the department and as such not reported to the City.</p>
<ul style="list-style-type: none"> • Over 4.5 million library items borrowed. • A first: Over 1 million ebooks borrowed • 12.38 items borrowed per capita 	<p>Our content strategy and branch profiles for MPL collections express how MPL provides relevant and heavily used collections that enrich and add value to the lives of everyone in the community.</p>	<p>Usage #:</p> <ul style="list-style-type: none"> • Borrowing of physical items. • Borrowing of e-items. • Borrowing per capita 	
<p>26,439.5 operating hours in 2024</p>	<p>MPL branches are open 7 days a week with weekend and evening hours.</p>	<p># operating hours in the calendar year</p>	<p>Minor variances year over year, e.g. operating hours less than last year due to emergency weather closures. Major risks include future pandemics, climate disasters, etc.</p>
<p>278,825 usage of online resources</p>	<p>Online resources are available 24x7.</p>	<p>Usage # of online resources</p>	<p>Online resources are not available when the IT system is down for patches or experiences other interruptions.</p>

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
	Library account management 24x7		
Compliant and ongoing	Access to core services including collections, computers, software, internet access, Wi-Fi and space is available free of charge in compliance with the Ontario Public Libraries Act.	Continuity of core services. Compliance with the OPLA.	
7,726 people reached through outreach	Community outreach activities promote equitable access and ensure that non-users are aware of library services. Library outreach at local events and programs, with a focus on children and families who reside in Markham to expand awareness and gather feedback for service improvement	People reached through outreach activities Target: 7,000	Staff cannot control attendance at the events of other organizations. Weather impacts attendance at any outdoor event, and extreme weather conditions YTD have led to the cancellation of several planned outreach events.
Compliant and ongoing # Attendance at free programs Actual = 67,683 # programs in languages other than English = 193	Free programs provide equitable access to learning. The Library partners with community experts to provide high quality learning and expand capacity. Many programs are offered in the languages of the community to increase accessibility.	# Attendance at free programs Target = 65,000 # programs in languages other than English Target = 175	<ul style="list-style-type: none"> • Revenue requirements are balanced with the mandate for free programs. • Programs offered in languages other than English are dependent upon the staff and partners ability to speak the language. • Space availability may constrain program metrics.
• Overall customer satisfaction 8.8	Customer satisfaction scores demonstrate that the community sees value in the	Counting Opinions Online Survey Targets	Collaborated with ITS to upgrade public computers, self-service technology, digital

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
<ul style="list-style-type: none"> • Intent to reuse services 91.48% • Recommend to others 90.1 % • % self checkout 85% • % self checkin 69.76% • 17,018 circ per FTE 	services provided by the Library.	<ul style="list-style-type: none"> • Overall satisfaction rate target 8.8 • Intent to return • Likelihood to recommend • Comparative efficiency measures - % of self-service transactions target 85% • Circ per FTE. 	media labs and public printing services (new: online printing), ensuring:
6,244 new fine-free members	Accessible services <ul style="list-style-type: none"> • Fine free library cards for kids and teens reduces barriers to library participation. 	# fine-free cards issued and used	Cost recovery declining due to fine-free cards and increasing use of ebooks (also fine-free). Risk: shift in demographics.
Ongoing	Policies and procedures in place that ensure quality of service and equity of access	2024 policies in review include: <ul style="list-style-type: none"> • Social Media Policy • Artificial Intelligence Policy 	5-year cycle of policy review ensures that MPL policies remain current in terms of legal and other changes. If circumstances change unexpectedly, policies may also be reviewed and updated on an as-needed basis.
EL-2d reports reviewed and approved by Board in March, May and September	MPL demonstrates through EL-2d Financial Condition that its financial activities are responsible and do not cause or allow fiscal jeopardy.	EL-2d reports reviewed and approved by Board	
Completed 2025 Budget was adopted on November 27, 2024	2025 budget process	Successful adoption of Library operating and capital budgets	Our budget practices / principles take a disciplined approach to budget planning, with staff working collaboratively with Finance staff, thereby ensuring that MPL is accountable for ensuring that its allocations of limited budget resources are viewed as prudent and in alignment with Board Ends and municipal priorities.

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
Ongoing	Collective bargaining practices / principles	Successful collective bargaining outcome	Process is supported by City HR and legal consultant.

BOARD ENDS PROGRESS UPDATE – LEVEL 1

1.	The community is able to meet its learning, cultural, social, leisure and wellness needs.
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Interpretation:

I interpret “learning” to mean MPL supports the formal and informal learning, literacy, personal growth and career goals of the community through its spaces, collections, resources, services and programs.

I further interpret “cultural” to mean MPL contributes to Markham’s cultural landscape through collections, reading programs, exhibits, and opportunities that nurture creative expression.

I further interpret “social” to mean the community has opportunity for connection, interaction and social cohesion

I further interpret “leisure” to mean the community has opportunities for relaxation, learning hobbies, play, socialization and reading for pleasure

I further interpret “wellness” to mean the community is able to access high quality information and services that support their emotional, mental, physical, and social health.

All strategies towards the Ends are rated by their compliance status at year-end in one of three categories as follows:

Compliant
Partially Compliant
Non-Compliant

Evidence of Compliance

Status at 2024 Year-End	Strategic Workplan 2024	Desired Outcome / Target	Notes
Completed.	Onboarding a new collections Automatic Release Plan (ARP) vendor to ensure vendor is positioned to achieve	Successful onboarding. Improved vendor performance.	

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	Desired Outcome / Target	Notes
	excellence in library material delivery, and ensure library collections meet community needs.		
278,825 usage of online resources	Provide access to online courses that allow the community to learn online anytime, anywhere and at their own pace with no fee. New in 2024: Udemy, Fiero Code, Brainfuse: JobNow	2024 target online course usage	Certificates and learning support are available with many of the courses
Compliant and ongoing 28 Career programs offered	Support the professional development goals of the community by providing access to information about educational and career opportunities.	# Career programs offered Target: 30	10th Anniversary of the University & College Fair with 1700 participants New in 2024: <ul style="list-style-type: none"> • MPL’s first Skills and Trades Fair to learn about training and apprenticeship opportunities in the trade industry • Manufacturing focus for annual Job Fair supporting York Region’s strategies for workforce development in the manufacturing sector. • Business Expo networking program for local business owners and entrepreneurs providing opportunity to build networks and discover resources available to meet the needs of small business owners. A vacancy in the position responsible for development of career related programming impacted program offerings

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	Desired Outcome / Target	Notes
Compliant	Develop a Library Display Policy and supporting processes that outline an intentional plan for acknowledging and honouring the cultural diversity of the community.	Policy approved.	Library Display Policy approved and posted to website with process for requesting review
Compliant	Onboard collections vendor in processes for acquiring local authors and provide local authors with a process for consideration of their works in MPL's collections.	Improved support for local authors	Webpage created with information and application for consideration. Workshops held for aspiring writers. Local authors hosted programs and readings
Compliant	Regarding reading for leisure purposes, onboard new collections Automatic Release Plan (ARP) vendor to ensure vendor is positioned to meet community needs in terms of selection and timely delivery of non-digital collections.	Successful onboarding. Improved vendor performance.	Completed. Seeing improvements in timing of fulfillment and anticipating that full impact of improved vendor performance will be evident in 2025.
Compliant and ongoing 5,174 participants in Wellness programs	Deliver Health and Wellness programs through partnerships.	# participants in Wellness programs Target = 5,000	Walk-in Counselling program available in English, Mandarin and Cantonese addressed accessibility and long wait times with certified therapists working with participants to create short term plans for immediate impact.

1.1	Underserved, marginalized and newcomer groups in our community are enabled to meet their specific needs.
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Interpretation

I interpret “underserved” to mean the geographic service areas where library services are not currently available or are inadequate for the population.

I further interpret “marginalized” to mean the library is accessible to everyone in the community regardless of socioeconomic status, ethnicity, gender, sexual orientation, dis/ability or age.

I further interpret “newcomers” to mean community members who are new to the City of Markham, including, but not limited to, those who have immigrated to Canada, new citizens, visa students, PR card holders, refugees and working visa holders.

Evidence of Compliance

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
Carried forward into 2025	Complete business case for Mobile Library to provide services to neighbourhoods without nearby library branches	Capital funding secured	Operating costs to be addressed in future budget.
Completed and ongoing.	Improve support for customers with print disabilities through deployment of assistive software on all public computers.	Successful completion of software deployment	
Completed and ongoing.	Enhance services for dyslexic readers through improved access to relevant reading materials.	Completed and ongoing.	
Completed and ongoing.	Enhance literacy development services for adults struggling with functional literacy through improved relevant resources	Improved resources for adults struggling with functional literacy	
Completed	Partner with 360 Kids to train staff in reaching out to and working effectively and safely with youth and at-risk	Training successfully delivered.	

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
	populations and managing problematic behaviour.		
Completed and ongoing.	Foster a neuro-diversity friendly culture.		<ul style="list-style-type: none"> • New collaboration with Children’s Treatment Network offering STEAM programming for children and youth with disabilities and development needs. • Created a new accessibility page on website highlighting and promoting accessibility services available. • First Neurodiversity Resource Fair providing information about available community and library resources • Incorporated sensory kits into camp programs to support ASD participants. • Expanded toy borrowing collection to AG with focus on toys supporting neurodiversity
# programs in languages other than English 163	Expand ESL programs to meet increasing ESL newcomer demand triggered by cutbacks at school boards and non-profit community partners. Recruit volunteers to support English Conversation Circles New: ESL homework club for teens	# Language learning programs Target = 150	Introduced Newcomer Study Squad, a homework help and ELL support program for high school students.
Completed and ongoing.	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. Support City Inclusivity Survey		Supported economically vulnerable community through new collaboration with Markham Food Bank and community winter accessories drive. First Back to School giveaway providing families with backpacks and school supplies donated

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
			<p>by community and business to offset high cost of back to school</p> <p>New program building awareness of colonialism and its impact on Indigenous people through the Truth & Reconciliation board game</p>
Completed and ongoing.	<p>Improve employee cross-cultural understanding through launch of Anti-Islamophobia training.</p> <p>Ensure new staff participate in mandatory diversity training through the onboarding process.</p>	Delivery of training	

1.2	The community has access to information about the diverse histories and cultures of Markham
-----	--

Interpretation

I interpret this to mean that the community can access information about the history and culture of Indigenous communities of the area.

I further interpret this to mean that the community can access information about the settler history of Markham

I further interpret this to mean the community has opportunities to create a shared contemporary history of Markham through programs and acquisition of works by local authors.

All strategies towards the Ends are rated by their compliance status at year-end in one of three categories as follows:

Compliant
Partially Compliant
Non-Compliant

Evidence of Compliance

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
Complete.	Update website content related to Indigenous history.		Primary demand for indigenous history resources is driven by school children doing homework. Updated content and improved navigation. New content includes Treaty information specific to Markham.
Completed Dec 9, 2024.	Purchase of new microfilm reader/printer improving access to content on microfilm so that users can view our collection of historical newspapers.	Improve access to primary local history sources.	Print publication of E&S ceased September 2023 and microfilm after that date is not available. YorkRegion.com maintains historic content back to 2007 online. The Markham Museum is the primary City agency for public access to historical records and artifacts. The Museum provide access to the Economist & Sun – up to 1986. The Library’s microfilm was

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
			digitized into PDF format, but not OCR converted. Access at the museum is fee-based.
Live December 9, 2024	Create new local history page.		New local history page includes library and community resources relevant to Markham's settler history.

1.3	The community has access to information about community services in Markham.
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Interpretation

I interpret such access to mean the community has information about the City of Markham and its services.

I further interpret such access to mean MPL provides resources for the community to broaden their understanding of the community and enhance awareness of topics important to the community.

All strategies towards the Ends are rated by their compliance status at year-end in one of three categories as follows:

Compliant
Partially Compliant
Non-Compliant

Evidence of Compliance

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
Compliant and ongoing # of partners 75	Collaborate with local non-profit organizations, government agencies and local businesses to host information sessions, workshops and events. .	# partners Target = 75	
Compliant	Promote Good Neighbourhood Guide through library channels		

1.4	The community has the skills necessary to participate in a digital world.
-----	--

Interpretation:

I interpret this to mean the community has equitable access to technology and have the skills to use technology to access information and to connect with others.

I further interpret this to mean the community has the skills that allow them to critically evaluate the reliability of online information.

All strategies towards the Ends are rated by their compliance status at year-end in one of three categories as follows:

Compliant
Partially Compliant
Non-Compliant

Evidence of Compliance

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
Compliant	Expansion of digital content for skill development, including a coding platform for children to learn computer programming skills. New digital content in 2024: <ul style="list-style-type: none"> • Fiero Code. • Brainfuse JobNow 	Successful deployment of new digital content	
Compliant	Launch Girls in STEM mentorship program to address gender inclusion in STEM related careers	Successful mentoring outcomes.	Will be an ongoing BAU program going forward.
Compliant	Launch a device lending and digital literacy program for Newcomer Older Adults.	# participants	Funded by an Ontario Seniors Community Grant the first cohort included training in cybersecurity,

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
			anti-fraud, and fake news while also creating opportunities for social connection. Will be an ongoing BAU program going forward.
	Develop VR-based initiative to support neurodiverse individuals – older adult dementia patients.	Grant application submitted	
Draft completed. Review and comments in progress.	Develop Artificial Intelligence Policy to guide MPL’s use of AI tools	Policy completed.	
Completed	Improve community access to convenient and efficient digital services and self-service options through an upgrade to public computers and public printing services.	New modern equipment deployed.	<ul style="list-style-type: none"> • Angus Glen: ITS lifecycle replacements of self-check in sorters, to improve customer self-service speed, convenience, and related efficiencies. • Aaniin: Replaced digital media lab equipment. • Implementation of new public printers and computers at all locations, introducing online printing and self-service payment options to improve user service and operational efficiencies
Complete/Ongoing	Improve security of Integrated Library System (ILS) through projects coordinated with Markham ITS and vendors to deploy security enhancements	Security enhanced.	
Completed.	Evaluate Xplor for other library uses and services.	Evaluation completed.	2024: gift card project
Completed.	Implement Year 1 priorities of Digital Literacy Strategy		Increased digital literacy programs including STEM Community Club at Aaniin with York U Engineering students leading participants in

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
	<ul style="list-style-type: none"> • Support ITS digital makerspace expansion and equipment replacement at Thornhill Library • Expand public access to 3D printing through virtual 3D design program 		<p>activities related to engineering, robotics and coding.</p> <p>PA Day program for teachers at YCDSB on MPL’s makerspaces</p> <p>Smart Life – a program offered by CNIB with hands on demonstrations of technology available to support visually impaired. Included tools that allow users to interact with MPL’s apps</p>
Completed.	Train library staff in generative AI, to support 2025 launch of introductory user-empowerment education. Using Train the trainer approach.	Training completed.	
Completed. Makerspace Bookings: 1569 Makerspace Hours Used: 3213.5	Relocate Makerspace at Angus Glen to increase visibility. Increased awareness and engagement with the Makerspace	Target:10% increase in makerspace bookings and 20% increase in hours used compared to 2023	The number of bookings with the Digital Literacy Specialist has remained steady while hours of makerspace use has increased 44% from 2023.

2.	The community has safe, welcoming, inclusive and accessible meeting and gathering spaces for learning, relaxation, play, social interaction and civic activities.
----	--

Interpretation

I interpret “safe” to mean that the Library adheres to safety related legislation and has in place policies and procedures that ensure the safety of those using the spaces

I further interpret “welcoming” to mean MPL’s spaces meet user expectations for quality and comfort and engender a feeling of belonging.

I further interpret “inclusive and accessible” to mean the community has barrier free access to branches, use of facilities and collections as stipulated in the Public Library Act and Accessibility for Ontarians with Disabilities Act.

I further interpret “meeting and gathering spaces” to mean the physical and virtual places in which community members can come together with others “for learning, relaxation, play, social interaction and civic activities” means the community has opportunities to come together formally and informally for a variety of reasons to engage with each other.

All strategies towards the Ends are rated by their compliance status at year-end in one of three categories as follows:

Compliant
Partially Compliant
Non-Compliant

Evidence of Compliance

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
In progress	Accelerate the lifecycle replacement of headsets used for security and in-branch communication.	Community experiences a safe environment	In addition to accelerating the replacement of headset units, MPL is purchasing a pair of two-way radios for use in the manager’s office and workroom to ensure that even if staff are using communication headsets (i.e. in meetings or phone calls) they are able to respond to emergencies or incidents.

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
In progress	Undertake a PSHSA security audit to identify gaps and areas for improvement in MPL’s Health & Safety program	Community experiences a safe environment Study to be completed.	This audit will be contracted for Q1 2025, rather than Q4 2024, due to budget constraints Target: Mitigation strategies implemented to address risks by end of 2025
80% of staff completed training 100% of management staff completed training	As part of the ongoing IDEA Strategy, we will increase staff’s cultural competencies through delivery of Anti-Islamophobia Training.	The community experiences an inclusive and welcoming space	
Completed	Update MPL’s Accessibility Plan. Update Accessibility Policy. Revise Accessibility page on website.	The community has barrier free access to MPL’s physical and virtual spaces <ul style="list-style-type: none"> • All branches and website are AODA compliant • New Accessibility Plan and Policy 100% staff complete AODA and IASR training	Revisions to MPL’s Accessibility Policy and Multiyear Accessibility Plan were both completed. An audit of AODA related administrative and operational procedures found the Library to be in full compliance. The website and all branches meet AODA requirements, except Thornhill Village which has an exemption as a building of historical significance. Accessibility training is in progress. Staff are currently completing refreshed AODA training as part of a City-wide roll out. This training is required as part of new employee orientation.
Compliant and ongoing	Create opportunities for the community to engage with one another, foster connections and encourage collaboration.		New in 2024: <ul style="list-style-type: none"> • Sewing program teaching sewing to teens and adults while sewing reusable pads to tackle period poverty. • Chess meetups for teens and adults • Led by local teens, a math tournament for Grade 7 and 8 students

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
			<ul style="list-style-type: none"> • Led by a local university student, a craft program to create get well cards for kids who are hospitalized at MSH • Meet a Young Environmentalist – a child too young for science fairs who shared his research on water pollution • SuperMario Kart tournaments • Regular after-school programming for teens at Cornell • A tea program bringing people together to enjoy a cup of tea together while learning about different types of tea and tea’s history in Asian culture.
Compliant and ongoing	Foster a love of reading and promote lifelong reading habits through programs that encourage reading for pleasure.		<p>New in 2024:</p> <ul style="list-style-type: none"> • Bring Your Own Book Club for school age children as an extension of the Between the Lines reading program. • Comic writer and animator offered coaching in story and character development and the publishing process • Shared Reading program (bibliotherapy) offered at senior’s living residences.

2.1	The community’s growing and changing needs and aspirations are met by the planning of future facilities and services
-----	---

Interpretation

I interpret this to mean MPL will track and document “the community’s growing and changing needs and aspirations” through the monitoring of projected population and demographics, library usage trends, community interests, funding levels, funding opportunities, and trends within the public library sector, as a framework for long-term planning of new services, facility upgrades and new branches including the potential for a central library.

I interpret this to mean MPL will implement and advance the library-related recommendations of the City’s Integrated Leisure Master Plan (ILMP) through ILMP update projects, community consultation, and participation in the development of various corporate planning frameworks, including Official Plans, secondary plans, visioning exercises, community master plans, and opportunities for co-locations and partnerships.

I interpret this to mean MPL will ensure that building programs and service models for future facilities are aligned with community needs and priorities and that the public is aware of the potential options available to them.

All strategies towards the Ends are rated by their compliance status at year-end in one of three categories as follows:

Compliant
Partially Compliant
Non-Compliant

Evidence of Compliance

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
20,507 new memberships Achieved a 9.2% increase in active library users:100,402 median.	Undertake a study of library membership and community library usage behaviours compared to previous years.	Increased memberships	Staff worked with Environics Analytics to develop a Library Target Demographics and Member Engagement Strategy: <ul style="list-style-type: none"> • Analysis based on Markham’s population and database of Library users.

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
			<ul style="list-style-type: none"> • Extrapolated the major library user segments between May 29, 2022, and May 24, 2024. • Identified who the users are, how they use the library and its resources. • Identified areas for membership growth. Further analysis is ongoing.
Compliant	Provide facilitation training to prepare staff for community consultations.		Training completed and followed up with focus groups with teens
Deferred by City	In collaboration with the City undertake an Indoor Public Space Study area as part of ILMP to guide future decision making for the provision of public indoor spaces in High Intensification Neighbourhoods.	Bid closed without award.	
Deferred by City	Advance recommendation of the Integrated Leisure Master Plan (ILMP) developing a community centre and Library in Victoria Square to address population growth in Ward 2 .	Secure budget for consultant services to engage Ward 2 residents in community consultation regarding a future community centre and library in Ward 2.	Consultant budget was approved. City deferred the 2024-approved Ward 2 community consultation project.
Deferred Multi-year process.	Engage stakeholders in a visioning project for a central library in Markham Centre . Support civic square project as a means and space of enhancing City-wide	A Central Library Vision, possibly in the context of a Civic Square within a cultural precinct.	July 4, 2024: Report to DSC introduced updated population projections, and indicated full buildout may take more than 100 years. At its September meeting, the Board resolved to defer advocacy for a central library pending the outcome of the civic square project.

AGENDA 6.1.1

Status at 2024 Year-End	Strategic Workplan 2024	2024 Desired Outcome / Target	Notes
	community cohesion and social inclusion.		Civic Square Vision Project is targeted to go forward in 2025, with CEO on Team. The 2025 Strategic Plan update project will include community consultation re a central library.
Ongoing Multi-year process.	Langstaff library facilities: Make the case through the planning teams for library facilities in mixed-use buildings.	Secure library space as condition of applications.	<u>Langstaff West Bridge TOC:</u> Staff are serving on the Community Amenity Planning (CAP) team. <u>Langstaff East:</u> The applicant is seeking an MZO. Complex process due to fragmented ownership of land and multiple stakeholders.
Ongoing Multi-year process.	Advance business case for library facilities within the Markville Secondary Plan Area, based on the lack of geographic proximity to existing library branches.	Ensure Markville Concept Plan includes consideration of library space. Secure library space as condition of applications.	Revised emerging concept plan and associated public input is under review by staff. City staff targeting bringing an update to DSC in early December 2024.
Ongoing Multi-year process.	Advance business case for library facilities within the Yonge Street Secondary Plan Area. Based on lack of geographic proximity to existing library branches, as well as evidence that existing Ward 1 branches lack capacity to serve YSSP and other growth in Ward 1.	Ensure Yonge Street Secondary Plan includes consideration of library space. Secure recommendations for library space as condition of applications.	Yonge Corridor Secondary Plan: Draft Emerging Directions and Concept Plans issued for staff review and comment. Library comments have been provided. January 2025 Report going to DSC on Jan 27.

AGENDA 6.2.2

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Andrea Cecchetto, Director, Service Excellence
DATE OF MEETING: January 27,2025
SUBJECT: **INTERNAL MONITORING REPORT: Executive Limitation EL-2f, Protection of Services**

EXECUTIVE SUMMARY:

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

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

RECOMMENDATION:

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

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

GLOBAL POLICY LIMITATION:

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

CEO RESPONSIBILITY:

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

ASSERTION OF COMPLIANCE:

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



Catherine Biss
CEO & secretary-Treasurer

AGENDA 6.2.2

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 following were instances of branch/service closures for 2024:

- **October 30** – Angus Glen Library and Community Centre experienced a power failure resulting from an issue with a transformer. This outage impacted the surrounding AG neighbourhood and left the facility without power for approximately 7 hours resulting in the closure of the branch from 9-5pm
- **October 29-30** – due to flooding, the children’s area of Thornhill Community Centre Library was closed to the public. This flooding was a result of the overflow of rainwater following heaving precipitation. Staff were able to retrieve materials from the children’s collections for customers during this time.
- **October 8-9** – again, due to flooding, the TC children’s area was closed to the public. At this time, the collections were accessible with staff intervention.
- **April 30- May 1** – the TC children’s area was closed due to flooding.

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.

AGENDA 7.0

TO: Markham Public Library Board
FROM: Catherine Biss, CEO& Secretary-Treasurer
PREPARED BY: Susan Price, Board Secretary
DATE OF MEETING: January 27,2025
SUBJECT: **CONSENT AGENDA**

RECOMMENDATION:

That the Consent Agenda comprising of Agenda 7.0 to 7.2.1 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:

7.0 CONSENT AGENDA:

7.1 Declaration of Due Diligence by the CEO

7.2 Communication and Correspondence:

7.2.1 YorkRegion.com: A customer with dementia struggles in a grocery store . Now what? [Vince's Market staff trained to help customers with dementia](#)



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 20,2024 to January 21,2025

- 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 21,2025
Date