



**MEMORANDUM**

**To:** Members of General Committee  
**From:** Catherine Biss, CEO, Markham Public Library  
**Copy to:** Brenda Librecz, Commissioner, Community and Fire Services  
**Date:** October 22, 2015  
**Subject:** Responses to Questions Asked at Meeting of General Committee on October 9, 2015

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Further to the request at the October 9<sup>th</sup> General Committee for further information concerning the following items of discussion:

**Library Collections – how does Library evaluate what is being used?**

The Library's approach to evaluation of usage is based on data reports from our Integrated Library System software combined with analysis software *CollectionHQ*, which enables deep analysis of usage trends for all materials. Based on this evidence, allocations of budgets and unit numbers are adjusted on an ongoing basis to ensure alignment with and responsiveness to resident needs.

**Library Collections – does the Library replace materials that become worn out through heavy use and circulation?**

Yes, worn-out materials are replaced based on an assessment of resident demand and item availability (i.e. whether the item is still in print).

**Library Collections – should the libraries' collections be specialized, e.g. the medical library at Cornell?**

- **Community Library Collections Strategy:** The Library's collections strategy, as per the *Integrated Leisure Master Plan (ILMP)*, is to provide community libraries in each Service Area of the City, with collections and services tailored to the unique needs, conditions and opportunities at the neighbourhood level. A community library provides general services for all ages.
- **Responding to the Linguistic Needs of Service Areas:** For example, the Library provides a Russian-language collection at the Thornhill branch, in response to the presence of Russian-speakers in the West Service Area.
- **Leveraging Partnership Opportunities for Positive Community Outcomes:** At Cornell, the Library has an enhanced Health & Wellness collection, based on the unique partnership opportunity that arose as a result of adjacency to Markham Stouffville Hospital (MSH). Pursuant to this partnership, both Library and Recreation Services work with MSH to focus on services that contribute to improving health, and supporting patients, families and clinicians through the lenses of community health care and community wellbeing.

- **Separate Budgets for Separate User Groups:** It should be noted that the MPL Health and Wellness Collection is made up of popular level materials intended for the general public, while the MSH Medical Library procures professional resources to support clinicians. The budgets are completely separate. MPL funding is used exclusively for public-level resources. MSH funds its own collections through the hospital budget. There is no duplication or overlap.
- **Future Opportunities for Specialization:** Looking forward, there may be future opportunities in the case of smaller branches to provide a higher level of specialization based on unique community needs. For example, in an area with many young families, a small library could focus primarily on services for that socio-demographic group. A decade or so later, if the service area demographic had changed, the space and services could be adjusted to serve youth as a primary target.

**Library Programs – does the Library have a page in Markham Life?**

Yes, the Library, like the Culture and Recreation Departments, has a dedicated page in Markham Life. In addition, programs for all three CCFS departments are combined in alphabetical listings for each age group. For example, in the listing of programs for preschool children, programs for this age group are listed alphabetically, with pictograms identifying the department offering each program.

**Is Funding Library IT Sustainable in the longer term?**

The Library Board shares Council concern regarding the sustainability of funding for Library and other municipal services. In response to this concern, staff propose adding the following initiative to its strategic plan:

***NEW ACTION: Funding the Library Technology Roadmap**  
Develop innovative approaches to funding the road map, including partnerships with the corporate sector and exploring grant submission opportunities.*

**Median Household Income – More Information?**

<b>Ward 1</b>	<b>\$</b>	<b>92,939</b>
<b>Ward 2</b>	<b>\$</b>	<b>98,180</b>
<b>Ward 3</b>	<b>\$</b>	<b>96,592</b>
<b>Ward 4</b>	<b>\$</b>	<b>91,905</b>
<b>Ward 5</b>	<b>\$</b>	<b>85,016</b>
<b>Ward 6</b>	<b>\$</b>	<b>97,417</b>
<b>Ward 7</b>	<b>\$</b>	<b>82,894</b>
<b>Ward 8</b>	<b>\$</b>	<b>68,972</b>
<b>Markham</b>	<b>\$</b>	<b>85,657</b>

Source: Environics Analytics 2015



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The Library's draft Strategic Plan was presented to General Committee on October 9<sup>th</sup>, 2015. General Committee received the presentation and then moved to roundtable sessions which provided an opportunity for Councillors to provide their input regarding the Library's Strategic Plan. The wide-ranging discussion provided valuable insights, feedback and suggestions which have been incorporated into the recommended revised text of the Strategic Plan. The recommended revisions are intended to ensure that Council sees their voices, their ideas and the views of their constituents reflected in the final document. Where relevant, staff have also proposed some additional descriptive text to clarify the meaning, desired outcome and scope of themes, objectives and actions.

The outline below presents our recommended text revisions (indicated in italics) in the context of Councillor feedback as summarized at the meeting on October 9<sup>th</sup>. It will be reviewed by the Library Board at its meeting October 26<sup>th</sup>, 2015.

**RECOMMENDED REVISION OF LIBRARY STRATEGIC PLAN:**

**STRATEGIC THEME 1: CONNECT PEOPLE AND COMMUNITIES**

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>STRATEGIC THEME 1: CONNECT PEOPLE AND COMMUNITIES</b>  <i>Theme Description: Provide community services and spaces that strengthen Markham as a City where residents share a strong sense of community and belonging, a sense of connection to one another, common goals, social cohesion, and a feeling of ownership over the place they live – both within their local neighbourhoods and across the City as a whole.</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Sense of community</li> <li>• Developing sense of ownership</li> <li>• Offer programming to support Markham 2020</li> <li>• Connecting with like minded people</li> <li>• Neighbourhood level relationships</li> </ul>

**OBJECTIVE 1. Connect people and communities to enriching opportunities for engagement and learning**

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>ACTION: COLLABORATE AND SHARE:</b> Develop and grow programs that foster collaboration and the sharing of interests, knowledge and expertise</p>	
<p><i>NEW ACTION: Program teen spaces to attract young people and at-risk youth to a safe place that engages them in learning and positive activities</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Need to attract young people</li> <li>• Provide a meeting place - helps keep kids out of trouble</li> <li>• Know what young people are doing</li> </ul> <p><b>What does success look like?</b>                      Pay special attention to at risk youth</p>
<p><i>NEW ACTION: Work with partners to develop services and programs to advance the lives of Markham's working poor</i></p>	<p><b>What does success look like?</b>                      Pay special attention to the working poor, as well as the widening gap between rich and poor</p>
<p><b>ACTION: ENRICHING LIFE AND CULTURE</b>                      Connect community to social and cultural opportunities for enrichment, <i>promoting the sharing of cultures and stories of origin, and developing a sense of a shared community with a common purpose.</i></p>	
<p><i>NEW ACTION: Develop partnerships with the Gallery, Theatre, etc. to maximize usage and ROI (for taxpayer \$) at all City venues</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Partnerships with the Gallery, Theatre, etc. to maximize usage</li> </ul>

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>ACTION: COMMUNITY CONVERSATIONS</b> Engage the community in conversations that share their aspirations and challenges, <i>to increase our public knowledge about community aspirations, behaviours and challenges, while bringing together residents and community leaders to share stories and develop a stronger sense of community and cohesion</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b> Sense of community Developing sense of ownership</p> <ul style="list-style-type: none"> <li>• Connecting with like minded people</li> <li>• Neighbourhood level relationships</li> </ul> <p><b>What does success look like?</b></p> <ul style="list-style-type: none"> <li>• Open dialogue with community leaders</li> </ul>
<p><b>ACTION: COMMUNITY-LED PROGRAMMING</b> Develop platform for community-led programming where community members can share their experiences and expertise with others</p>	
<p><i>NEW ACTION: Develop strategy to deliver community planned and delivered programs that celebrate the community's diversity and promote a sense of belonging and shared purpose.</i></p>	
<p><b>ACTION: ADVANCING THE GREENPRINT</b> Advance and promote Markham's GreenPrint and sustainability objectives (<i>Adopt a Park, Rouge Valley Park, youth nature deficit, community gardens, local food, animal welfare, etc.</i>) through programs, content and events, and partnerships (<i>with Recreation Dept, Sustainability Office, etc.</i>).</p>	<p><b>What do you believe is the most critical action to be accomplished?</b> Environment –</p> <ul style="list-style-type: none"> <li>• Adopt a park</li> <li>• National Conservation Park, Rouge Valley,</li> <li>• Opportunities to partner with Recreation</li> <li>• Markham Museum – will be Museum of Record for the park</li> <li>• Address nature appreciation deficit among youth (i.e. to get youth off screens and teach about nature)</li> </ul> <p><b>What does success look like?</b></p> <ul style="list-style-type: none"> <li>• Community garden on library on patio</li> </ul>

**OBJECTIVE 2. Create partnerships that build community capacity**

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>OBJECTIVE 2.</b> Create partnerships that build community capacity, <i>leverage opportunities and enhance the sustainability of community initiatives and opportunities</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Partnerships that can leverage opportunities and be sustained</li> </ul> <p><b>What does success look like?</b></p> <ul style="list-style-type: none"> <li>• Partner with others to provide opportunities</li> </ul>
<p><b>ACTION: HEALTHY COMMUNITY</b> Promote community health and wellness through partnership-driven health literacy programs and events</p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Health Partnerships</li> </ul>
<p><b>ACTION: NEWCOMER SETTLEMENT</b> Advance newcomer settlement through services and partnerships with settlement agencies and programs to <i>support development of ESL, job, digital and current computer skills in relation to labour market needs</i> <i>Provide a community place of welcome and inclusivity that facilitates access to settlement services in the</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Newcomers – Library is the first place they visit</li> <li>• New to country and to City</li> <li>• ESL classes, welcome and orientation classes</li> <li>• Orientation – local knowledge (recycling, parking, snow storms, property management responsibilities,</li> </ul>

Recommended Revisions	Councillor Feedback (Oct. 9)
<i>community, orientates newcomers to life in Markham, easing the transition and advancing the process of settlement.</i>	etc) <ul style="list-style-type: none"> <li>• Jobs, culture</li> <li>• Tutoring for people to become current with technology.</li> </ul>
<b>ACTION: TAKING CARE OF BUSINESS</b> Support the community's goals for meaningful employment and skill development by working with community partners to provide learning opportunities <i>and programs for Markham's business community, entrepreneurs and job seekers by working with community partners to provide learning and networking opportunities that support the Markham 2020 economic strategy</i>	<b>What do you believe is the most critical action to be accomplished?</b> <ul style="list-style-type: none"> <li>• Business – supporting business community and entrepreneurship</li> <li>• Offer programming to support Markham 2020</li> <li>• Connecting with like minded people</li> </ul>
<b>NEW ACTION Partner with Provincial and federal level government services as community hubs and points of entry to public services at all jurisdictional levels</b>	<b>What do you believe is the most critical action to be accomplished?</b> Partner with Provincial and Federal level government services

**OBJECTIVE 3. Take the library experience out into the community**

Recommended Revisions	Councillor Feedback (Oct. 9)
<b>ACTION: MOBILE LIBRARY</b> Expand the library's reach in the community through a mobile library service model and popup library experiences.	<b>What do you believe is the most critical action to be accomplished?</b> <ul style="list-style-type: none"> <li>• Popup concept extended to other venues</li> <li>• Analogous to food trucks</li> <li>• Library should be ubiquitous, rather than tied to fixed locations</li> <li>• Like the old bookmobiles from 50 years ago</li> <li>• Presence at popular community events, esp. in summer, to sign up new Library members</li> </ul>
<b>NEW ACTION: PARTNER WITH SCHOOLS</b> <i>Develop strategy for school outreach and partnerships to strengthen the educational journey and achievement of Markham's students.</i>	<b>What do you believe is the most critical action to be accomplished?</b> Partner with schools
<b>ACTION: GO TO WHERE THE COMMUNITY GATHERS</b> Develop programs in community gathering places.	
<b>ACTION: BE THERE - AT COMMUNITY EVENTS</b> Expand library presence at community events	

**OBJECTIVE 4. Develop programming that changes lives for the better**

Recommended Revisions	Councillor Feedback (Oct. 9)
Objective 4. Develop programming that <i>supports community aspirations to change lives for the better in terms of information, knowledge, and life success.</i>	<b>What do you believe is the most critical action to be accomplished?</b> Library as information / knowledge hub

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>ACTION: FREE AND FEE</b>            Develop a programming strategy that responds to expressed community needs and <i>balances a range of educational opportunities in terms of cost, innovative revenue strategies and affordability for the working poor and youth.</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b>            Balance of free vs. fee-based</p> <ul style="list-style-type: none"> <li>• Maintenance of budget</li> <li>• Advertising on library platforms</li> <li>• Charging for programs like PechaKucha</li> </ul>
<p><b>ACTION: COMMUNITY GOALS</b>            Expand library program offerings in response to feedback from the community regarding their learning and leisure goals</p>	
<p><b>ACTION: SPECIAL NEEDS</b>            Develop programming and services to support life-long learning goals of customers with special needs</p>	

## STRATEGIC THEME 2: DIGITAL INCLUSION

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>STRATEGIC THEME 2: DIGITAL INCLUSION</b>  <i>Theme Description: Include everyone in the digital world of the 21<sup>st</sup> century, to ensure no one in Markham is excluded from the digital skills and innovation opportunities needed to fully participate in a thriving local economy that is competitive in the race to attract investment and residential growth to the City.</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Libraries serve the entire community – is this approach sustainable?</li> <li>• Budget</li> <li>• Some seniors may have limited interest in becoming digitally literate.</li> <li>• The Library’s traditional role as a provider of books should not be forgotten.</li> </ul>

### OBJECTIVE 1. Develop a multi-year technology roadmap for the library

Recommended Revisions	Councillor Feedback (Oct. 9)
<p>OBJECTIVE 1. Develop a multi-year technology roadmap for the library, to ensure everyone (all ages, all backgrounds) in Markham can participate in the digital world of the 21<sup>st</sup> century - through access to engage in discovery of innovative current technologies and digital skill development opportunities.</p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• What’s coming next (i.e. what will people be immersed in with regard to the digital world).</li> <li>• Staff connecting in with industry.</li> <li>• Start the discussion – not necessary to wait for someone to bring us into the discussion - we should be the leaders.</li> <li>• Need a roadmap.</li> <li>• Have our finger on the pulse to meet changing needs - technology evolves so quickly.</li> </ul>
<p><b>ACTION: Digital Markham</b>            Participate in Digital Markham            Go to the cloud            Leverage partnership opportunities</p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Strong bandwidth to enable better communication with partners.</li> </ul>
<p><b>ACTION: Community Needs</b>  <i>Consult regularly with the community to track evolving community IT needs in relation to library infrastructure capacity</i>  <i>Proceed with particular focus on youth needs.</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• More engagement with youth – what do they need?</li> <li>• Community consultation that is specific to youth and technology.</li> </ul>
<p><b>ACTION: Library Digital Strategy</b>            Based on community priorities, develop a multi-year digital strategy and annual workplans</p>	<p><b>What does success look like?</b></p> <ul style="list-style-type: none"> <li>• Feedback that people are excited/educated.</li> <li>• Seniors that are tech savvy.</li> <li>• That our community knows that the Library is current and meets the needs of the residents.</li> </ul>



Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>NEW ACTION: Funding the Roadmap</b>  <i>Develop innovative approaches to funding the road map, including partnerships with the corporate sector and exploring grant submission opportunities.</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Partner with public/private companies to enable the Library to keep up with changing devices / technology and choose the ones that are most popular with the customers.</li> <li>• Invest in the infrastructure so we don't fall behind – we want to keep up with technology.</li> <li>• Communicate about what we have, e.g. devices, technologies, apps.</li> </ul> <p><b>What does success look like?</b></p> <ul style="list-style-type: none"> <li>• Success is grants.</li> <li>• Exploring all of our options for funding.</li> <li>• Putting together a plan that includes known technologies.</li> <li>• Multi-year plan that encompasses different people.</li> <li>• Success is commercial partnerships.</li> <li>• Allows us to try new things with little hesitation.</li> <li>• To do it because of the partnership – an inexpensive way to try things out.</li> </ul>

**OBJECTIVE 2. Provide IT for the community's learning, creative and business needs**

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>OBJECTIVE 2. Provide IT for the community's learning, creative and business needs</b></p>	
<p><b>ACTION: TOOLS OF CREATION</b>            Develop a plan to acquire the necessary creation tools, digital storage capacity &amp; an access platform to meet community needs</p>	<ul style="list-style-type: none"> <li>• An education component is needed to keep everyone up to speed.</li> </ul>
<p><b>ACTION: CREATIVE SHARING</b>            Develop policies and procedures for the community to display and share creative work</p>	
<p><b>ACTION: IT AS EQUALIZER</b>            Giving everyone access to the same learning resources and technology</p>	<ul style="list-style-type: none"> <li>• Create programs targeted to specific communities' needs, (e.g. Chinese, Tamil, youth, seniors, etc.).</li> <li>• Having devices that people could use and test out.</li> </ul>

**OBJECTIVE 3: RESPONSIVE AND EFFICIENT**

**Leverage technology for responsive and efficient library services**

Recommended Revisions	Councillor Feedback (Oct. 9)
<b>OBJECTIVE 3: RESPONSIVE AND EFFICIENT</b> <b>Leverage technology for responsive and efficient library services</b>	
<b>ACTION: GOING MOBILE</b> Deploy mobile technology to enhance ease of use and increase operational efficiency	
<b>ACTION: KEEPING PACE</b> Assess user needs in order to keep pace with emerging technologies	
<b>ACTION: SELF-SERVICE</b> Expand self-service options to enhance convenience and access	

## STRATEGIC THEME 3: COMMUNITY-LED LIBRARY CONTENT

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>STRATEGIC THEME 3: COMMUNITY-LED LIBRARY CONTENT</b>  <i>Theme Description: On an ongoing basis, respond to the community's feedback regarding their content needs to ensure library content meets their needs for information, knowledge and inspiration. .</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Library as information / knowledge hub</li> </ul>

### OBJECTIVE 1: COMMUNITY-LED LIBRARY CONTENT

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>OBJECTIVE 1: COMMUNITY-LED LIBRARY CONTENT</b></p>	
<p><b>ACTION: CONSULT THE COMMUNITY</b>            Develop a framework for community consultations</p> <p><b>ACTION: IDENTIFY PRIORITIES</b>            Identify customer priorities and expectations for library collections</p> <p><b>ACTION: PRIORITIZE</b>            Prioritize needs based on community feedback</p>	
<p><b>NEW ACTION</b> <i>Develop a flexible and responsive Content Plan for procurement and delivery of library content to the City's residents.</i></p> <p><i>Workplan will include:</i></p> <ul style="list-style-type: none"> <li>• Address the growing complexity of content planning - i.e. the complexity and evolutions of need across age groups, diverse language cohorts, life stages, educational and information needs, format preferences - through a rigorous evidence-based process to ensure maximizing the ROI of content funding, and ensure that budget allocations are driven by current community needs.</li> <li>• Planning framework to include analysis of local demographic changes and trends, inclusive community consultation, consideration of sector trends across North America, analysis of usage patterns and rapid response to evidence of demand.</li> <li>• Address niche interests through online resources and/or interlibrary loan.</li> <li>• Ensure continuous replacement of timeless high-demand materials - classic picture books, classics of literature, curriculum-related materials, children's series, etc.</li> <li>• Respond to generational differences and age-based learning needs (e.g. Matures, Millennials, Digital Natives)</li> <li>• Apply evidence derived from authoritative research regarding reading and content consumption, GTHA research re social issues, and local community consultation and surveys.</li> <li>• Ensure content plan remains current through regular strategic checks that review all the evidence and adjust allocations accordingly.</li> </ul>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Keep content but consider demographic changes and trends /community driven.</li> <li>• Need to meet needs of diverse communities.</li> <li>• Not everyone is high tech.</li> <li>• Important to respond to people's needs, more than that, it is important to lead.</li> <li>• Knowing community well enough to know where to go.</li> <li>• If you know your community, risks aren't that risky.</li> <li>• Wide range of ages.</li> <li>• Kids want to touch and feel.</li> <li>• Need more physical items for younger generation.</li> <li>• Mid age – digital.</li> <li>• Older – physical.</li> <li>• Look at wider trends – what's going on in North America.</li> <li>• Younger generation moving away from books.               <ul style="list-style-type: none"> <li>• Can't buy university books.</li> </ul> </li> </ul> <p><b>QUESTIONS:</b></p> <ul style="list-style-type: none"> <li>• Q: How do we evaluate what's being used .</li> <li>• Important to make sure we're on the right road.</li> </ul>

Recommended Revisions	Councillor Feedback (Oct. 9)
	<ul style="list-style-type: none"> <li>• Q: Through circulation- paper vs. hardcover have different life cycles. Depending on popularity- do we replace?</li> </ul> <p>Responses will be provided through a memorandum to General Committee.</p>
<p><b>NEW ACTION:</b> <i>Ensure that the content plan for each branch is tailored to the distinct needs of its service area.</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Community driven – servicing community needs.</li> <li>• No point in medical library for the sake of having it.</li> <li>• What can we provide in each community to get people to go there.</li> <li>• Distinct needs across the city.</li> <li>• Dilemma – content has to reach diverse group of citizens</li> </ul>
	<p><b>QUESTION:</b> Specialize the libraries’ collections – e.g. Cornell – tech oriented library and medical library</p> <p>A Response will be provided through a memorandum to General Committee.</p>

**OBJECTIVE 2. Grow digital and non-traditional content**

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>OBJECTIVE 2. Develop a plan to develop collections that include digital and non-traditional content by following trends in community need, priorities and preferences as indicated by customer feedback, usage statistics and library sector trend data.</b></p>	
<p><b>ACTION: PLAN TO EXPAND</b></p> <ul style="list-style-type: none"> <li>• Let the community lead</li> <li>• Based on customer feedback, usage statistics and trend data, develop a multi-year plan to launch new collections or expand existing ones</li> <li>• <i>Develop the Content Plan to flexibly and responsively balance allocations across the complexity of audiences, age groups and reading/content format preferences, languages, and special needs.</i></li> </ul>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <p>Balance of Content</p> <ul style="list-style-type: none"> <li>• Don’t forget print, audiobooks - has always been a strength.</li> <li>• Balance between audiences.</li> <li>• Need to consider seniors, etc.</li> </ul>
<p><b>ACTION: PLAN TO TRANSITION</b></p> <p>Evaluate performance of digital and physical content and develop plan to transition formats based on community priorities and preferences</p>	
<p><b>ACTION: DIGITAL ALTERNATIVES</b></p> <p>Develop plan to offer digital alternatives for music, movies, games and magazines.</p>	

**OBJECTIVE 3. Promote content and its power to transform lives**

Recommended Revisions	Councillor Feedback (Oct. 9)
<b>OBJECTIVE 3. Promote content and its power to transform lives</b>	
<b>ACTION: PROMOTE CONTENT</b> Promote MPL content, including e-resources	
<b>ACTION: TRAIN TO CONNECT</b> Staff training to promote digital content and help customers connect with the content and format that meets their needs	
<b>Expand content-based and theme-based programming</b> Celebrate and promote reading through events driven by significant publishing milestones and events, e.g. Wimpy Kid	<b>What does success look like?</b> <ul style="list-style-type: none"><li>• Kids, grandma and mum all together.</li><li>• Have a theme to draw young people to the library.</li><li>• If we have a theme – e.g. unresolved mystery/ weekly attractions - people need to connect with the library to solve the mystery.</li></ul>

## STRATEGIC THEME 4: COMMUNITY LEARNING HUBS

### OBJECTIVE 1. Plan innovative future library service delivery

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>OBJECTIVE 1. <i>Plan for future innovative library service delivery models for Markham's evolving community structure - including high-density neighbourhoods and partnerships with postsecondary institutions.</i></b></p>	
<p><b>ACTION: Urban Area Planning</b> Participate in city planning teams for Future Urban Area and Areas of Intensification pursuant to the City's Official Plan.</p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Expanding into smaller spaces and more places.</li> <li>• Small ones in underserved areas e.g. Leitchcroft.</li> <li>• Smaller spaces 2,000-5,000 sq.ft.</li> <li>• Getting people to use the library and feel it's theirs.</li> <li>• Deliver service in towers - not on 1<sup>st</sup> floor.</li> <li>• Developer could provide space e.g. second floor retail space otherwise not occupied.</li> <li>• Seniors can use facilities during day (non-peak) hours – develop programs with partners and other City departments.</li> </ul>
<p><b>ACTION: ILMP Refresh</b> Develop new service models for Urban Communities Investigate vending machine opportunities <i>Plan for locations in proximity to schools and other services, for neighbourhood hubs and community focal points, and for community wellbeing outcomes.</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Critical need for a master plan for innovative service delivery.</li> <li>• Locations - proximity to schools contributes to student development.</li> <li>• Have a theme to draw young people to the library.</li> <li>• Central library in Hong Kong very successful – connected to Civic Centre, theatre and garden.</li> <li>• Neighbourhood hubs e.g. Toronto micro community spaces – has advantages and disadvantages.</li> <li>• Higher density, e.g. son 24 years old in basement running a business.</li> <li>• Affordability – cost of housing very high.</li> <li>• Need spaces to go to – critical to learn, meet people and get resources.</li> <li>• Libraries are hubs and community focal points (rather than the malls) especially for seniors and the young.</li> <li>• Promote learning and physical activity – library and recreation should provide comprehensive services for youth at Community Centres.</li> <li>• People are social animals despite everyone being on their devices on social media. Social spaces in</li> </ul>

Recommended Revisions	Councillor Feedback (Oct. 9)
	libraries are critical to our wellbeing.
<b>ACTION: York U</b> Participate in opportunities to partner with and contribute to planning for the Markham Campus of York University/Seneca College, using existing local-level partnerships as potential examples going forward.	<b>What do you believe is the most critical action to be accomplished?</b> <ul style="list-style-type: none"> <li>• Seneca/York U tied together.</li> <li>• Managing daily population swell as result of influx of non-resident students.</li> <li>• Existing local level partnerships as potential examples going forward.</li> </ul>

**OBJECTIVE 2. Update existing facilities**

Recommended Revisions	Councillor Feedback (Oct. 9)
<b>OBJECTIVE 2. Update existing facilities</b>	
<b>ACTION: Usage Patterns</b> Monitor and study customer use patterns to strategically plan/adjust physical spaces	
<b>ACTION: Meet Customer Expectations</b> Continue working with City partners to ensure quality physical infrastructure and environments	
<b>ACTION: Build Collaborative Relationships</b> Work with other departments ( <i>Gallery, Theatre, Recreation, etc.</i> ) to build collaborative relationships around the customer experience in shared facilities and maximize usage	<b>What do you believe is the most critical action to be accomplished?</b> <ul style="list-style-type: none"> <li>• Partnerships with Gallery, Theatre, etc. to maximize usage.</li> </ul>
<b>ACTION: Finding the Way</b> Improve signage and way finding	
<b>ACTION: Improve Older Branches</b> Use lifecycle project opportunities to upgrade to modern standards for accessibility, ergonomics, etc.	

**OBJECTIVE 3 : Open Southeast Library**

Recommended Revisions	Councillor Feedback (Oct. 9)
<b>OBJECTIVE 3 : Open Southeast Library</b>	<b>What do you believe is the most critical action to be accomplished?</b> Southeast opening as soon as possible.
<b>ACTION: Library of the Future</b> Advance the Library of the Future program through Southeast	
<b>ACTION: Innovative Business Models</b> Introduce new services that focus on creative technology	
<b>ACTION: Community Partnerships</b> Develop partnerships within the Southeast community.	
<b>ACTION: Design Services for Unique Community</b> Through local community consultation, design services that fit the community.	

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>NEW ACTION: Incorporate Councillor Feedback in furniture planning at Southeast Library.</b></p> <ul style="list-style-type: none"> <li>• Implement an improved Furniture Plan and Standard through furniture planning and procurement at the Southeast Library.</li> </ul>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Creative reading area – not tables and chairs which are too conventional and don't encourage creativity – couches/bean bag chairs, etc.</li> <li>• A welcoming relaxing space with paintings, bean bags for kids to lie down on – a creative environment.</li> <li>• Thornhill Community children's space is an example of fun creative space.</li> <li>• Children's spaces should make kids feel free to be comfortable – no judgments.</li> <li>• Customer- centred design where people feel free to relax and create the environment they want.</li> <li>• Furniture and art should be simple and inexpensive – creativity doesn't need to be expensive</li> <li>• Create spaces that are livable and inviting - types of chairs should be comfortable and don't need to be expensive.</li> <li>• Create interesting spaces that draw people in.</li> <li>• Quality spaces don't mean \$.</li> <li>• Meet demographic needs – seniors &amp; students.</li> <li>• New immigrants have unique needs – crowded living conditions – need to get out to think and study.</li> <li>• Partnerships, e.g. Tim's/Starbucks.</li> <li>• Need to be culturally sensitive - diversity/ youth.</li> <li>• Extension of the living room.</li> <li>• New Canadians need to experience new places of open thinking and healthy interaction.</li> <li>• Flexibility is key – for a wide variety of purposes.</li> <li>• Open up spaces with movable shelving, e.g. for theater presentations</li> <li>• All one taxpayer – so move things around to align with needs of different users.</li> <li>• University fair an example of need for big spaces.</li> <li>• Tim's booths at the library – coffee of choice for users – sell them space inside the library and charge them rent.</li> <li>• Make use of garden for showing movies outdoors.</li> </ul>



**OBJECTIVE 4. Improve the experience**

Recommended Revisions	Councillor Feedback (Oct. 9)
<b>OBJECTIVE 4. Improve the experience</b>	
<p><b>ACTION: Experience Policies</b>            Develop customer-centred policies            • <i>NEW Improve Customer Service/ Info Services to support individuals and groups in accessing opportunities and services such as grants for funding.</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Do we know how to help people with grants?                Can point them to opportunities, help fill out forms etc.</li> </ul>
<p><b>ACTION: Experience Standards</b>            Improve our standards for customer comfort, ergonomics and safety            • <i>Improve the MPL Furniture Standard and planning based on the concepts (as per Councillor feedback) of encouraging creativity, providing comfort, a sense of welcome and relaxation, flexibility, cost-effectiveness, spaces that are inviting, interesting, zoned by age, lots of study space, space for social interaction, movable furniture and shelving, coffee service, space for large events, and space for outdoor events and programs.</i>            • <i>Implement the improved Standard through Furniture Planning and procurement at the Southeast Library, and over time, at all branches through lifecycle replacement or new construction.</i></p>	<p>See Councillor comments re design and furniture.</p>
<p><b>ACTION: Play-based Learning</b>            Develop our play-based learning strategy, providing spaces with learning and enrichment activities for children</p>	
<p><b>ACTION: Flexible Uses</b>            Design for optimal balance of competing uses / needs            Future-proofing – plan for the “unknown unknowns”.</p>	
<p><b>NEW ACTION: Expand open hours</b> in response to community needs</p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Hours – option to shift open hours vs. extending hours?</li> <li>• Need to understand demographics and impacts (when do seniors use library vs. families, etc).</li> <li>• Digital Inclusion: Longer hours to provide improved access to digital services and equipment</li> <li>• As City becomes more dense, need hours and availability – Friday, Saturday, Sunday.</li> <li>• Schools are currently underutilized – very local and walkable but are closed after school.</li> <li>• Partnership opportunities?</li> <li>• People need somewhere local they can walk to, somewhere familiar and close.</li> </ul>

**OBJECTIVE 5: Improve Virtual Spaces**

Recommended Revisions	Councillor Feedback (Oct. 9)
<p><b>OBJECTIVE 5: Improve Virtual Spaces</b>  <i>Develop the MPL Virtual hub as a convenient alternative service option for people at home and work, that complements and enhances</i></p>	<p><b>What do you believe is the most critical action to be accomplished?</b></p> <ul style="list-style-type: none"> <li>• Virtual hub doesn't bring people together physically</li> </ul>

Recommended Revisions	Councillor Feedback (Oct. 9)
<b><i>services provided at bricks-and-mortar branches.</i></b>	<ul style="list-style-type: none"> <li>• Does it always have to be in library, or can it be done through virtual gatherings and outreach?</li> </ul>
<b>ACTION: Web Presence</b> Work with the City's Corporate Communications to ensure MPL's presence meets customer experience	
<b>ACTION: Measures</b> Develop appropriate measures to assess customer satisfaction and use with MPL virtual spaces	
<b>ACTION: Web Governance</b> Work with City to improve web governance regarding content on the website	
<b>ACTION: Virtual Experience</b> Advance the virtual experience as a path for seamless curiosity and discovery	