



Agenda  
Newmarket Public Library Board

Wednesday, January 18, 2017 at 5:30 PM  
Regular Board Meeting

Agenda compiled on 13/01/2017 at 11:12 AM

## **Adoptions of Agenda**

1. Adoption of the Regular Agenda
2. Adoption of the Closed Session Agenda
3. Adoption of the Consent Agenda Items

## **Declarations**

## **Consent Agenda Items**

4. Adoption of the Regular Board Meeting Minutes for Wednesday, December 14, 2016 p. 1
5. Strategic Operations Report for December, 2016 p. 6
6. Library Statistical Data for December, 2016 p. 7
7. Monthly Bank Transfer p. 11

## **Closed Session**

8. There are no closed session items at the time of the agenda distribution.

## **Reports**

9. 2016 Business Plan Success Report p. 12

## **Business Arising**

10. 2013-2016 Strategic Plan Review p. 17
11. Strategic Technology Terms of Reference p. 27
12. Library Board Action List p. 28
13. Leadership by Design e-Learning
  - a) Demonstrating Value Video

- b) Knowledge Gap Analysis

## **New Business**

### **Date(s) of Future Meetings**

- 14. The next Newmarket Public Library Board Regular Board Meeting will be Wednesday, February 15, 2017, at 5:30 pm in the Library Board room

## **Adjournment**



**Newmarket Public Library Board  
Regular Board Meeting  
Wednesday, December 14, 2016  
Newmarket Public Library Board Room**

**Present:** Joan Stonehocker, Chair  
Tara Brown, Vice Chair  
Darcy McNeill  
Venkatesh Rajaraman (joined by phone)  
Tom Vegh  
Jane Twinney

**Regrets:** Kelly Broome

**Staff Present:** Todd Kyle, CEO  
Linda Peppiatt, Deputy CEO  
Lianne Bond, Administrative Coordinator

**The Library Board Chair called the meeting to order at 5:40 pm**

**Adoption of Agenda Items**

1. Adoption of Regular Agenda
2. Adoption of the Closed Session Agenda
3. Adoption of Consent Agenda items

The Chair asked if there were any additions to the agenda.

**Motion 16.12.167**

**Moved by Darcy McNeill**

**Seconded by Jane Twinney**

**That Agenda items 1) to 3) be adopted as presented.**

**Carried**

**Declarations**

None were declared.

**Consent Agenda Items:**

4. Adoption of the Regular Board Meeting Minutes for Wednesday, November 16, 2016
5. Adoption of the Closed Session meeting Minutes for Wednesday, November 16, 2016
6. Strategic Operations Report for November, 2016
7. Library Statistical Data for November
8. Monthly Bank Transfer

**Motion 16.12.168**

**Moved by Tara Brown**

**Seconded by Tom Vegh**

That Consent Agenda items 4), 5), 7) and 8) be received and approved as presented.

**Carried**

The Strategic Operations Report was pulled from the Consent Agenda. The CEO provided further information on the Robotics Program and Hoopla downloadable video service.

**Motion 16.12.169**

**Moved by Tara Brown**

**Seconded by Jane Twinney**

That the Strategic Operations Report for November, 2016 be received and as presented.

**Carried**

**Closed Session**

9. There were no Closed Session items.

**Policies**

**10. Expense Reimbursement Policy**

Revisions were made to the Expense reimbursement Policy to align with the Town of Newmarket rates.

**Motion 16.12.170**

**Moved by Darcy McNeill**

**Seconded by Tara Brown**

That the Library Board approve a revision to the Expenses Reimbursement Policy effective January 1, 2017 to adjust the maximum meal expense allowances to consistently match that of Town of Newmarket staff.

**Carried**

**Reports**

**11. Strategic Plan Renewal Options**

The Library Board reviewed the options presented on the renewal of the current Strategic Plan. The Library Board requested that a review of the current Strategic Plan be conducted at the regularly scheduled Board meeting in January, 2017.

**Motion 16.12.171****Moved by Tom Vegh****Seconded by Tara Brown**

**That** the Library Board receive the report on Strategic Plan renewal options.

**Carried**

**12. Building Maintenance Account**

It was reported that a number of unplanned building repair and maintenance expenses has meant that the Library has spent most of its emergency contingency beyond the 2016 budget in this area.

**Motion 16.12.171****Moved by Tom Vegh****Seconded by Jane Twinney**

**That** the Library Board receive the report on emergency expenditures in the Building Repairs and Maintenance budget line in the 2016 budget year;

**And that** the Library Board authorize the further expenditure in the 2016 budget year of up to \$3000 in the Building Repairs and Maintenance budget line, such expenditures to be offset by cost reductions elsewhere in the same year.

**Carried**

**Business Arising****13. Leadership by Design e-Learning: Module 3: Board Development**

The Library Board agreed to go through Module 3 of the Leadership by Design e-Learning series after the adjournment of the Board meeting.

**14. Fundraising Reserve**

In order to contribute to fundraising goals it is proposed that year-end Donation revenue be transferred into the Fundraising Reserve.

**Motion 16.12.172****Moved by Darcy McNeill****Seconded by Jane Twinney**

**That** the Library Board approve the transfer of unspent Donations revenue at the end of each fiscal year to the Fundraising reserve.

**Carried**

**15. Strategic Technology Committee**

A revised draft Terms of Reference for a Strategic Technology Subcommittee of the Newmarket will be presented at the next regularly scheduled Library Board meeting.

**16. Library Board Action List**

The Library Board reviewed the Action List.

**Motion 16.12.173**

**Moved by Tara Brown**

**Seconded by Tara Brown**

**That** the Library Board received the Library Board Action List as presented.

**Carried**

**New Business****17. Economic Impact Study**

The Library has completed an economic impact study and results from the survey were presented to the Library Board.

**Motion 16.12.174**

**Moved by Darcy McNeil**

**Seconded by Jane Twinney**

**That** the Library Board receive the report on the economic impact study;

**And that** the Library Board authorize the sharing of the study results with the wider Newmarket and public library communities;

**And that** the Library Board Action List to be revised to reflect the ongoing comparative measurement work as described in the report.

**Carried**

**Date(s) of Future Meetings**

**18.** The next regular Library Board meeting is rescheduled to January 18, 2017 at 5:30 in the Library Board room.

## **Adjournment**

**Motion 16.12.175**

**Moved by Jane Twinney**

**Seconded by Darcy McNeill**

**That** there being no further business meeting adjourned at 6:50 pm.

**Carried**

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Joan Stonehocker  
Chair

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Todd Kyle, CEO  
Secretary/Treasurer

STRATEGIC OPERATIONS REPORT – DECEMBER, 2016

	<b>Igniting Community Dialogue, Discovery and Debate</b>	<b>Leading a Learning Community</b>	<b>Readying our Capabilities</b>
<b>Collaborative Relationships</b>	<ul style="list-style-type: none"> <li>• Heads Up for Brain Health program hosted in partnership with Alzheimer's Society; 20 registered but only 8 attended due to winter storm</li> </ul>	<ul style="list-style-type: none"> <li>• Used paperbacks donated to Street Outreach Van for holiday bags</li> <li>• Local tech entrepreneurs used Maker Hub to help prototype latest Kickstarter invention</li> <li>• Hour of Code program in partnership with local tech company attracted 9 participants</li> </ul>	
<b>Spaces</b>	<ul style="list-style-type: none"> <li>• CEO attended meeting with delegation from Gumi, South Korea to look at Story Pod</li> </ul>	<ul style="list-style-type: none"> <li>• Maker Hub use included 42 3D print jobs, 69 vinyl prints, 37 custom 3D snowman ornaments</li> <li>• Portable green screen now in Maker Hub; soon available for borrowing with camcorder in the library</li> <li>• 3D printer enclosure/air purifier ordered for Maker Hub</li> </ul>	<ul style="list-style-type: none"> <li>• Website site mapping focus group held with staff, patrons, and board</li> <li>• Website vendor demonstrated event calendaring and registration module</li> </ul>
<b>Positioning</b>	<ul style="list-style-type: none"> <li>• CEO talked about library services at Town staff "town hall" meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Visiting vacationers from the U.S. highly impressed by Maker Hub</li> </ul>	<ul style="list-style-type: none"> <li>• New fridge magnets printed with current library hours</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Findhelp secured \$15K grant to help NPL expand York Info data on southern York community services; meeting held to discuss implications</li> <li>• Local history book already digitized by staff had OCR software applied to make searchable</li> </ul>	<ul style="list-style-type: none"> <li>• Staff assisted in the 3D printing of an original design for a German computer animator</li> <li>• Teen Advisory Group answered over 40 letters to Santa</li> <li>• Library purchasing 5 additional laptops for set used for public workshops and Maker Hub as part of Ontario Library Capacity Fund grant</li> </ul>	<ul style="list-style-type: none"> <li>• New paper cards created for online library access to save on cost of regular plastic cards</li> <li>• Law Depot and Comics Plus online resources launched as part of N6 library consortium</li> <li>• Hoopla launch planned for January/February</li> <li>• AskNPL text service ceased functioning; repaired</li> </ul>
<b>Organization &amp; Operations</b>	<ul style="list-style-type: none"> <li>• Library followed Town example and closed at 3pm on Dec 15 due to inclement weather</li> </ul>	<ul style="list-style-type: none"> <li>• Library applied for Canada Summer Jobs program for a Digital Media Training Specialist</li> </ul>	<ul style="list-style-type: none"> <li>• Staff surveyed as baseline for implementation of Team Charter</li> </ul>



## Newmarket Public Library Statistical Data - 2016

### Library Card Holders

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	24,136	24,184	24,328	23,876	24,409	24,462	25,821	25,275	24,729	25,053	24,821	24,696
Residents	22,002	22,069	22,222	21,813	22,299	22,340	23,242	22,911	22,579	22,881	22,663	22,544
Non-Residents	2,134	2,115	2,106	2,063	2,110	2,122	2,579	2,365	2,150	2,172	2,158	2,152

### New and Renewed Library Cards

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	252	402	337	483	241	206	508	413	317	509	244	205	4,117
New non-resident	39	30	32	50	42	43	49	41	33	42	35	28	464
Renewed membership	723	421	646	425	622	701	920	821	721	415	643	451	7,509

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	12,689	12,709	13,707	12,713	11,855	11,723	12,147	12,472	12,430	11,931	12,222	8,164	144,762
# of PAC Acc't Logins	6,097	5,792	6,370	6,193	6,217	5,969	6,703	7,050	6,341	6,381	6,571	6,452	76,136
Room Rentals	54	65	56	58	70	73	52	48	57	70	76	43	711
Room Rental Hours	154	192	152	165	188	293	138	136	164	180	203	127	2,092

### Programs

#### 5 Year Trend - year to date December 31

# of Programs Held	2012	2013	2014	2015	2016
Adult	93	157	247	256	254
Children's	1,167	1,293	1,345	1,320	1,308
Total Programs	1,260	1,450	1,592	1,576	1,562

Program Attendance	2012	2013	2014	2015	2016
Adult	2,323	2,149	2,229	2,660	1,961
Children's	12,905	13,796	13,794	13,566	12,276
Total Attendance	15,228	15,945	16,023	16,226	14,237

## Newmarket Public Library Statistical Data - 2016

### Borrowing

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	941	911	1,067	1,048	985	1,075	1,116	1,184	1,071	1,185	1,110	996	12,689
eBooks	3,433	3,128	3,640	3,205	3,164	3,169	3,713	3,767	3,238	3,334	3,234	3,334	40,359
eMagazines	459	353	391	485	337	311	362	407	380	379	271	323	4,458
eMusic	2,129	2,614	2,199	1,845	2,852	1,666	2,412	1,965	2,624	3,629	2,818	2,880	29,633
eVideo	2	7	4	5	8	8	6	33	2	31	2	-	108
Backpack Kit	6	1	1	2	1	1	-	4	-	-	1	2	19
Book	26,637	23,980	28,219	28,462	26,517	26,156	32,633	31,731	26,964	26,983	25,423	22,603	326,308
CD-ROM/DVD-ROM	13	12	7	11	11	15	15	8	11	9	-	-	112
DVD/Blu-ray	4,645	4,563	5,204	4,632	4,503	4,281	5,118	5,510	4,910	4,857	4,596	4,081	56,900
eBook Reader	1	1	5	1	-	3	2	2	2	-	1	1	19
GPS	2	4	3	11	4	-	1	2	5	5	5	-	42
ILL	210	178	157	225	145	198	173	187	202	201	208	174	2,258
Language Kit	61	40	31	59	35	38	53	44	49	45	26	37	518
Laptop	10	11	13	7	19	17	8	16	19	23	22	22	187
Multimedia Kit	81	69	80	84	62	57	94	127	74	57	83	40	908
Music CD	483	540	394	503	434	342	394	397	383	317	329	308	4,800
Pedometer	16	8	10	14	13	10	12	10	10	9	11	5	128
Periodical	987	999	1,177	1,212	1,035	1,048	1,172	1,022	911	1,091	957	793	12,404
Portable Audio Book	8	9	12	21	22	16	16	24	15	22	11	2	178
Talking Book	773	782	796	798	684	780	899	958	854	824	819	656	9,623
Video	8	3	3	9	1	1	-	1	-	1	-	1	28
Video Game	293	309	332	270	256	255	404	465	327	304	348	295	3,858
Total Borrowing	41,198	38,522	43,745	42,909	41,088	39,447	48,603	47,864	42,051	43,306	40,275	36,553	505,561

### Database Usage

Adult Subscriptions	2,161	2,053	2,480	3,066	3,781	3,191	2,286	2,734	2,125	2,236	2,739	1,583	30,435
Children's Subscriptions	569	1,035	1,053	1,511	759	691	247	540	321	503	690	510	8,429
York Info (Community)	147,897	100,795	138,893	109,119	129,782	138,239	106,156	111,041	132,808	152,630	156,335	147,846	1,571,541
York Info (Volunteer)	26,148	18,071	18,826	15,466	19,776	19,265	18,913	19,975	21,809	21,081	27,175	55,365	281,870
Total Database Usage	176,775	121,954	161,252	129,162	154,098	161,386	127,602	134,290	157,063	176,450	186,939	205,304	1,892,275

## Newmarket Public Library Statistical Data - 2015

### Library Card Holders

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	23,554	23,726	23,837	23,764	23,825	23,947	24,506	24,385	28,150	24,208	24,194	23,862
Residents	21,683	21,773	21,867	21,790	21,836	21,957	22,468	22,334	25,713	22,112	22,067	21,758
Non-Residents	1,871	1,953	1,970	1,974	1,989	1,990	2,038	2,051	2,437	2,096	2,127	2,104

### New and Renewed Library Cards

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	258	498	362	237	210	320	659	268	289	251	210	190	3,752
New non-resident	39	37	34	30	35	29	52	40	50	43	36	41	466
Renewed membership	735	319	811	627	646	718	661	786	734	666	648	556	7,907

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	13,036	12,715	14,146	12,834	13,365	12,828	12,783	12,762	13,148	12,146	12,257	10,693	152,713
# of PAC Account Logins	5,581	4,957	6,051	5,809	5,662	5,442	6,152	6,464	5,908	5,721	5,659	5,921	69,306
Room Rentals	64	71	56	199	64	47	46	47	54	62	66	33	809
Room Rental Hours	171	187	168	82	160	127	112	155	134	147	149	104	1,694

### Programs 5 Year Trend - year to date December 31

# of Programs Held	2011	2012	2013	2014	2015
Adult	33	93	157	247	250
Children's	845	1,167	1,293	1,345	1,318
Total Programs	878	1,260	1,450	1,592	1,568

Program Attendance	2011	2012	2013	2014	2015
Adult	1,408	2,323	2,149	2,229	2,643
Children's	12,956	12,905	13,796	13,794	13,567
Total Attendance	14,364	15,228	15,945	16,023	16,210

## Newmarket Public Library Statistical Data - 2015

### Borrowing

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	726	706	903	873	801	694	952	940	801	868	882	848	9,994
eBooks	3,076	2,930	3,235	2,896	2,913	3,016	3,195	3,131	2,852	2,945	2,879	2,994	36,062
eMagazines	323	421	575	382	356	371	477	450	444	336	274	409	4,818
eMusic	2,613	2,621	3,737	4,044	2,975	2,454	2,493	2,470	2,564	2,540	2,818	2,788	34,117
eVideo	54	98	160	144	55	16	118	16	37	19	17	21	755
Backpack Kit	4	3	5	3	2	4	5	4	5	-	2	5	42
Book	25,489	22,981	28,858	26,932	26,378	27,264	32,798	31,183	29,214	27,931	26,661	24,658	330,347
CD-ROM/DVD-ROM	17	34	29	19	26	17	13	22	22	16	30	26	271
DVD/Blu-ray	3,703	4,135	5,223	4,433	4,380	4,405	4,978	4,886	4,386	4,727	4,420	4,417	54,093
eBook Reader	4	5	3	8	3	2	3	1	2	1	-	-	32
GPS	-	2	1	2	4	3	1	3	8	5	1	2	32
ILL	198	162	203	184	190	163	189	194	215	142	230	131	2,201
Language Kit	54	41	46	35	39	31	40	50	43	40	57	45	521
Laptop	12	12	17	46	25	27	11	88	21	19	8	8	294
Multimedia Kit	66	84	76	45	64	68	69	83	86	92	92	70	895
Music CD	384	363	568	591	469	514	415	415	434	411	455	667	5,610
Pedometer	7	9	20	9	41	12	29	20	14	11	15	16	205
Periodical	1,121	865	1,113	1,145	959	982	1,328	1,205	1,153	1,047	999	915	12,832
Portable Audio Book	58	26	48	32	49	41	32	41	25	24	26	17	419
Talking Book	850	836	960	778	960	874	967	1,009	924	872	769	725	10,524
Video	9	10	4	2	5	5	4	7	3	4	1	4	58
Video Game	267	262	372	301	274	281	434	434	354	243	311	279	3,812
Total Borrowing	39,035	36,606	46,156	42,904	40,968	41,244	48,551	46,652	43,607	42,293	40,947	39,045	508,008

### Database Usage

Adult Subscriptions	2,409	4,643	2,317	2,166	2,718	4,324	2,256	1,782	1,550	1,865	2,629	1,580	30,239
Children's Subscriptions	843	na	752	321	645	907	692	302	595	914	954	720	7,645
York Info (Community)	95,740	105,204	111,837	118,114	82,379	110,564	106,577	107,375	104,200	99,334	102,360	105,550	1,249,234
York Info (Volunteer)	11,015	16,268	18,059	16,927	9,917	9,808	13,408	10,989	16,580	16,658	16,441	24,054	180,124
Total Database Usage	110,007	126,115	132,965	137,528	95,659	125,603	122,933	120,448	122,925	118,771	3,583	2,300	1,467,242

**MEMORANDUM**

**To:** Newmarket Public Library Board

**From:** Todd Kyle, C.E.O.

**Date:** January 18, 2017

**Re:** **Newmarket Public Library Bank Account – Fund Transfer**

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**Recommendation:** The C.E.O. recommends that the Library Board authorize the transfer of funds from the Newmarket Library bank account to the Town of Newmarket bank account through the following motion:

**THAT** the Library Board directs the C.E.O. to authorize the Town of Newmarket Treasurer to transfer the net closing balance at December 31, 2016 of \$ 26,862.80 from the Newmarket Public Library bank account to the Town of Newmarket bank account.

**MEMORANDUM**

**To:** Newmarket Public Library Board

**From:** Todd Kyle, CEO

**Date:** January 18, 2016

**Re:** 2016 Business Plan Success Report

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I am pleased to present the Board with the success report on the 2016 operational Business Plan.

Typically this would be used as a basis for the annual Report to the Community which would be prepared for an April release. As this is a final year of the current Strategic Plan, this report is being offered to the Board as part of its discussion on strategic planning renewal. Any guidance the Board may have on this and on annual reporting would be appreciated.

The following motion is recommended:

**THAT the Library Board receive the 2016 Business Plan Success Report.**

# Newmarket Public Library

## 2016 Business Plan

### SUCCESS REPORT

#### ***Igniting Community Dialogue, Discovery & Debate***

Key element	Action Item	Success measurement
Collaborative Relationships	Continue to explore alternative/expanded spaces for IdeaMarket events	Discussed use of Old Town Hall with Town staff and agreed on future collaboration. OTH opening delayed so no events held or planned as yet. <b>OBJECTIVE MET</b>
Spaces	Explore offering space to community groups to present public programs supporting community development and dialogue	<ul style="list-style-type: none"> <li>7 community groups were engaged in discussions on potential programs</li> <li>16 such programs were presented involving 4 such groups</li> <li>Report on a broader interpretation of partnership guidelines presented to Board and approved</li> </ul> <b>OBJECTIVE MET</b>
Positioning	Continue to add new content to digital local history collections	<ul style="list-style-type: none"> <li>3 local history publications added</li> <li>Due to lack of progress with in-house digitization of Era archive, new digitization partner being piloted; 1978-79 newspapers redone as part of pilot.</li> </ul> <b>OBJECTIVE MET</b>
Resources	Continue to redevelop website to facilitate public input/comments as well as meet accessibility standards	<ul style="list-style-type: none"> <li>Staff committee continue to plan new website (including public input) and the quotation process has begun for its design.</li> <li>Documents on the website have been reviewed and converted to accessible format where possible, or where not possible, users are invited to request assistance.</li> </ul> <b>OBJECTIVE MET</b>
Organization & Operations	Continue to expand community partnership activities	7 new community partnership activities established, including Entrepreneurs in Residence (with Startup York); Shakespeare Allowed (with Humber River Shakespeare); low-barrier library cards and IdeaMarket session (with Blue Door Shelters) <b>OBJECTIVE MET</b>

# 14 Leading a Learning Community

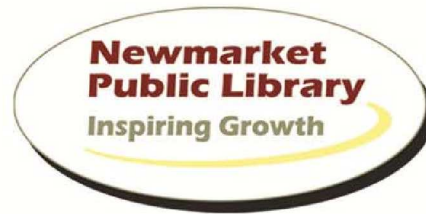
Key element	Action Item	Success measurement
Collaborative Relationships	Continue to partner with community groups on digital literacy	<ul style="list-style-type: none"> <li>3 digital literacy sessions (6 weeks each) serving 15 individual clients held as part of employment program at Inn From The Cold</li> <li>9 visits to retirement residences held, serving 34 residents</li> </ul> <p style="text-align: center;"><b>OBJECTIVE MET</b></p>
	Pilot ESL conversation circle in cooperation with LSPYR/region/N6	<p>Program piloted; 15 sessions held with 30 total attendance. Program discontinued.</p> <p style="text-align: center;"><b>OBJECTIVE MET</b></p>
	Collaborate with Town of Newmarket on exploring an innovation centre (Council strategic priority)	<p>Through Community Collaboration Ecosystem, library supported York Region Makers project to establish "NewMakelt" makerspace. Planned opening is February 2016; library will collaborate further.</p> <p style="text-align: center;"><b>OBJECTIVE MET</b></p>
Spaces	Introduce 3D printing service and related "maker" equipment and space	<ul style="list-style-type: none"> <li>3D printing service introduced with 19 related courses/programs with 511 attendees and 112 prints completed</li> <li>Vinyl cutter purchased and tested; related services and space still under development as "Maker Hub"</li> </ul> <p style="text-align: center;"><b>OBJECTIVE PARTIALLY MET</b></p>
Positioning	Conduct pilot projects to lower barriers for library membership	<ul style="list-style-type: none"> <li>Temporary Shelter cards introduced as a result of partnership with Blue Door Shelters; 11 cards issued</li> <li>E-access cards introduced for those without ID or who wish to register/renew from home; 18 cards issued</li> </ul> <p style="text-align: center;"><b>OBJECTIVE MET</b></p>
Resources	Introduce digital media creation equipment and programming	<p>Equipment purchased and being tested; service not yet introduced (will be part of Maker Hub).</p> <p style="text-align: center;"><b>OBJECTIVE PARTIALLY MET</b></p>
	Expand device loan programs	<p>External loans of laptops researched and planned; purchase process begun using 2015/16 Ontario Libraries Capacity Fund grant. Introduction of service deferred until 2016.</p> <p style="text-align: center;"><b>OBJECTIVE PARTIALLY MET</b></p>
Organization & Operations	Continue to implement outcome measures for learning role	<ul style="list-style-type: none"> <li>Edge Benchmark audit completed for 2016; achievement increased from 69 to 77%</li> <li>Impact Survey subscription purchased as of rollout to Canada in fall; to be done in 2016</li> <li>Economic Impact Study deferred</li> <li>Supporting Ontario Library Association grant application for "L-index" impact measure research</li> <li>Some impact stories included in Strategic Operations Report to board</li> <li>Exploring use of Project Outcome surveys from American Library Association</li> </ul> <p style="text-align: center;"><b>OBJECTIVE MET</b></p>



## Readying Our Capabilities

Key element	Action Item	Success measurement
Collaborative Relationships	Explore expanded broadband connectivity in partnership with community initiatives	<ul style="list-style-type: none"> <li>Library continues to support Gigabit Corridor project</li> <li>Connection to ORION network from hospital explored but deferred due to potential of Gigabit project and uncertainty of York Telecom Network</li> </ul> <b>OBJECTIVE MET</b>
	Collaborate with Town of Newmarket on exploring downtown parking options (Council strategic priority)	Library has indicated intention of participating in Community Centre Lands study but no action has yet occurred.  <b>OBJECTIVE PARTIALLY MET</b>
Spaces	Explore future facility and service delivery options (Related to Council strategic priority on community & recreation facilities)	Library has met with Town staff on participating in accommodations study for future community facilities with a view to including a library facility. Board has deferred further action.  <b>OBJECTIVE PARTIALLY MET</b>
	Replace Wi-Fi system	New Wi-Fi system allows for increased speed, capacity, and flexibility.  <b>OBJECTIVE MET</b>
	Pilot remote library service event	<ul style="list-style-type: none"> <li>7 pilot events held with approx. 800 participants and 80 e-resources cards issued.</li> <li>6 storytimes with 38 participants held at Story Pod</li> <li>Additional remote outreach staff requested in 2016 budget</li> </ul> <b>OBJECTIVE MET</b>
	Further refine redesign of circulation area for greater privacy and service flow	<ul style="list-style-type: none"> <li>Office partitions installed</li> <li>Service points signed in order to emphasize self-service</li> <li>Doorbell system initiated for additional service</li> <li>Self-service checkout increased from 42% to 59% over 2014</li> </ul> <b>OBJECTIVE MET</b>
Positioning	Initiate marketing campaign to promote e-resource use	<ul style="list-style-type: none"> <li>23 paid print ads run</li> <li>Average of 21 unique page views of the ad URL</li> </ul> <b>OBJECTIVE MET</b>
Resources	Expand online services	3 new services added: OneClickDigital e-audio & e-books; Indieflix streaming video; MaBiblioNumérique French e-books  <b>OBJECTIVE MET</b>
	Explore expansion of automated materials handling	Additional self-service returns station added  <b>OBJECTIVE MET</b>

Key element	Action Item	Success measurement
Organization & Operations	Explore fundraising and development program	<ul style="list-style-type: none"> <li>• Strategy produced and fundraising target projects determined</li> <li>• CanadaHelps account set up</li> <li>• Website and social media promotion begun</li> </ul> <b>OBJECTIVE MET</b>
	Implement efficient printing/copying functions for public and staff	<p>System installed and undergoing testing; implementation delayed until January 2016 due to vendor complications</p> <b>OBJECTIVE PARTIALLY MET</b>
	Broaden N6 consortia purchasing for savings and increased services	<ul style="list-style-type: none"> <li>• OneClickDigital and Indieflix products purchased under N6 consortium arrangement</li> <li>• Other potential e-service consortia explored</li> </ul> <b>OBJECTIVE MET</b>



# Newmarket Public Library Inspiring Growth



## STRATEGIC PLAN 2013-2016

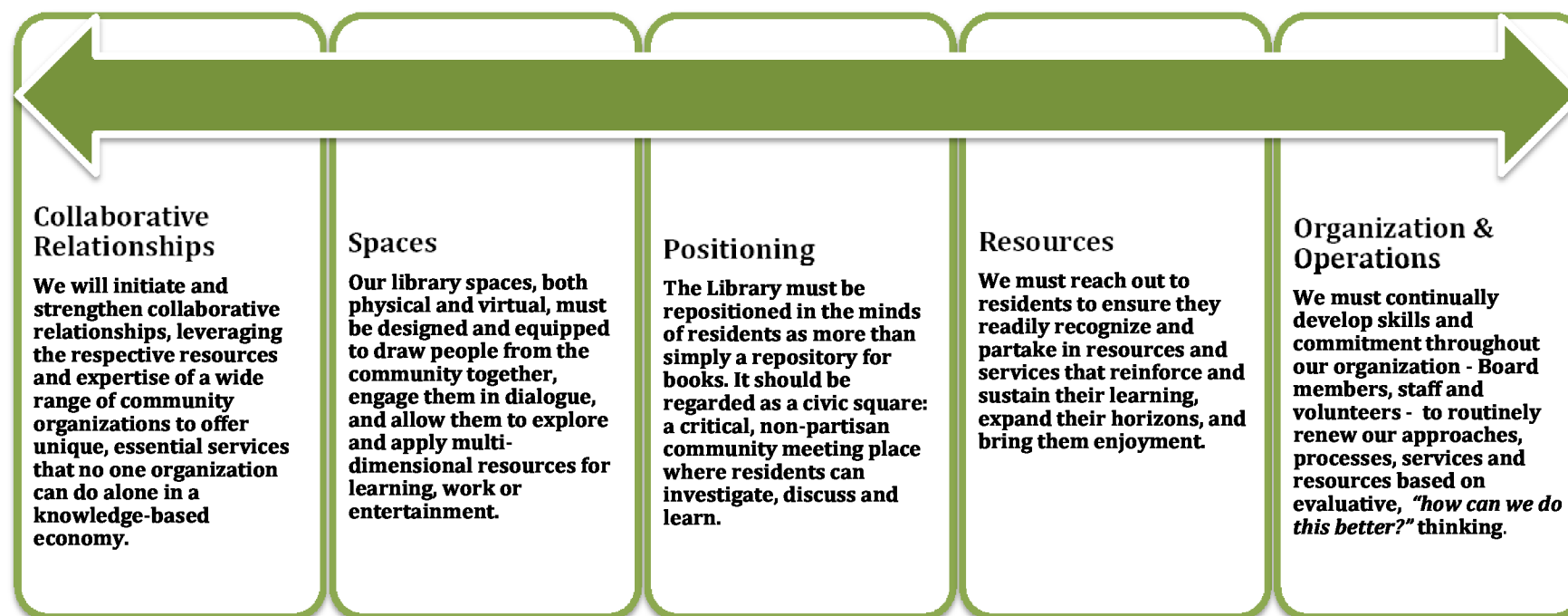
literacy debate learning discovery insight dialogue

INSPIRING

## Bringing Our Vision Closer to Reality

The purpose of this plan is to bring Newmarket Public Library's Vision of Inspiring Growth closer to reality. A compelling Vision is never fully achieved but serves to galvanize an organization, representing an ideal situation that is just slightly out of reach – something an organization must continually strive to attain. Newmarket Public Library (NPL) is committed to its vision of Inspiring Growth, developing services and staff involvement to help make the Library the absolute best it can be so that it inspires both the personal growth of Newmarket residents and the collective growth of our community.

Moving forward, the Library will contribute to community growth in different ways than in the past, while maintaining our long-held values of equitable service and access to resources for all. To realize our Vision, our Strategies must re-imagine and build on five key elements:



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### **The Library's Role:**

Inspiring the growth of an engaged and informed Newmarket as the centre of community dialogue, debate and discovery, in dynamic and welcoming physical and virtual environments.

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### **The Library's Vision: Inspiring Growth**

We envision the Library in 2016 as a celebrated contributor to a conversant community, recognized by residents as a place where they can engage in enlightened discussions on topics that are meaningful to their lives and their community. We are entrusted with nurturing and contributing to Newmarket's story. Residents of all ages and interests are drawn to NPL to benefit from expertise, technologies and resources as they learn, explore, create, solve problems and make decisions. With the assistance of NPL, residents participate in an increasingly knowledge-based economy that blends know-how with know-that, entrepreneurship and innovation. Knowledge enables people to discover more than they've ever imagined about their potential, their possibilities, their community and their world. The Library Inspires their Growth.

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To achieve this Vision and fulfill our Role, we will Ignite Community Dialogue, Lead a Learning Community, and Ready our Capabilities by focusing on our Key Elements: Collaborative Relationships, Spaces, Positioning, Resources, and Organization & Operations.





## Igniting Community Dialogue, Discovery & Debate

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Our goal is to ignite conversations that build connections between people and organizations, affiliations that strengthen and position Newmarket as *the* place to live and work. The Library is a key meeting place that facilitates discussions and builds relationships among local community organizations and individuals who share a common vision of Newmarket's future, and have the capacity to play a constructive role in building that future. Our expertise, resources, and virtual and physical spaces, provide a venue that encourages local dialogue, debate and decision-making among citizens. The Library will be a place where people can gain new insights and awareness, and explore different perspectives.

A public library exists to positively impact the community. To achieve this, the library must be seen as more than just a quiet place full of books. It must be viewed as a dynamic service organization committed to the growth of individual and collective capabilities, a place where residents can solve problems, learn something new, and enjoy themselves. No longer merely the gatekeeper and intermediary of books and journals, we will increasingly be defined by our active contribution to the community's creative capital of local information and history.

We will do everything in our power to ensure that the residents of Newmarket view the Library as a critical connector in their community and their lives, providing inviting spaces, collections, services, programs and a unique mixture of published and unpublished media and content.

*Libraries have an essential but different job from attracting tourists. Like school districts, community colleges and area universities, libraries are critically important to the long-term economic health of the regions they serve. Along with these other critical education and information institutions, libraries sustain the human capital that enriches a region in the long run.*

***Holt & Elliott, Placing a Value on Public Libraries:  
Cost-Benefit Analysis: Tool to Measure  
Public Library Benefits***

## **Igniting Community Dialogue, Discovery & Debate**

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### **Specific Initiatives:**

- Complete a space planning study, including possibilities for satellite and outreach service delivery
- Develop an event strategy with a compelling blend of formal and informal presentations, panel discussions, and debates
- Redefine our approach to partnerships, building more collaborative working relationships that allow the Library and our partners to deliver exceptional programs and services
- Develop a strategy for extending our services and resources beyond the main location
- Leverage emerging technologies that allow individuals and groups to connect with others
- Explore social platforms and discovery tools to better connect people with Library resources and with each other

## Leading a Learning Community

Our goal is to contribute to enabling all residents to fully participate in an increasingly knowledge-based, technology-driven economy, and to be recognized by residents as an essential community hub that inspires learning and personal growth. The Library values universal access and will continue to work to dismantle barriers that hinder a fully literate community, providing resources and services that contribute to all forms of literacy, particularly digital and technological literacy. We will continue to advance childhood literacy, and increasingly build programs and platforms for people to learn and develop new skills. In so doing, we will advance the community's social, economic and cultural potential.

### Specific Initiatives:

- Implement a co-discovery service model emphasizing ways in which people optimize resources to learn to “do something” or to “know something”
- Collaborate with our partners to investigate under-served community segments to identify service and program gaps, particularly in technology and digital literacies
- Co-create and offer in-demand programs with our partners that address these gaps
- Identify performance measures to gauge the impact of programs and continually improve them

*“Two-thirds of libraries report they provide the only free access to computers and the Internet in their communities. Libraries function as crucial technology hubs, not merely for free Web access, but for those who need computer training and assistance. Library business centers help support entrepreneurship and retraining. For thousands and thousands of American kids, libraries are the only safe place they can find to study, a haven free from the dangers of street or the numbing temptations of television. As schools cut back services, the library looms even more important to countless children. And libraries often offer young parents the only chance they can provide to inculcate their children in a culture of books, one of the most essential building blocks for success in school.”*

*Author Scott Turow*



## Readying our Capabilities

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Our goal is to have everyone involved in the Library contribute to its vision, both collectively and individually. We believe that everyone should understand how their roles, and the tasks they undertake, make a difference to the Library and to the lives of people living and working in the community. The Library must be an organization based on lifelong learning, striving to develop the skills and understanding of every employee so that they can perform their job to the utmost of their ability. The Library's vision of Inspiring Growth applies not only to the community and its residents, but to the people affiliated with the Library who make key contributions to achieving that vision.

### Specific Initiatives:

- Share our vision and directions of the new Strategic Plan
- Restructure our organization to align with the service model
- Review and, as required, revise roles to reflect the responsibilities and work required by the service model
- Engage Board members as ambassadors of the Library and its vision to attend and speak at community events
- Pursue every opportunity for staff, Board and volunteers to develop the skills, awareness and confidence required to implement our strategies
- Be accountable for the success of this plan by identifying and assigning responsibility for performance indicators that measure the impact and outcomes of our strategies in the community

*The chief condition on which, life, health and vigor depend, is action. It is by action that an organism develops its faculties, increases its energy, and attains the fulfillment of its destiny.*

*Retired General Colin Powell*

## Our Planning Approach

A healthy, progressive organization must constantly reflect on how it can best serve its community and customers today, tomorrow, and into the future. Strategic planning is a dynamic, ongoing process and every five years an organization needs to formalize its thinking and its strategies. We began our formal strategic planning in January 2012. The Library Board and staff sought to understand the context in which the Library operates today, and the trends and issues that will impact Newmarket and the Library during the next 5 to 10 years<sup>1</sup>. We listened to the residents of Newmarket, both users and non-users, community and business leaders, and youth. We also investigated services and programs underway in other libraries, and the reactions in their communities to these offerings.

The Library Board considered the results of these inquiries, and discussed the implications for the Library's future. As a result of public and staff consultations – and the technological, economic, and social shifts impacting Newmarket, its citizens, businesses and organizations – we recognized that our strategies must address the Library's spaces, resources, collaborative relationships, organizational infrastructure, and its image in the community.

With our goal to create a progressive, practical plan, we carefully selected strategies that are both visionary and doable, driving services that:

- Address a gap in the community
- Impact a significant number of people in the community
- Connect and engage the community
- Respond to demographic trends
- Align with Newmarket's vision as a knowledge-based economy and a regional centre where people live and work, specifically bridging the digital divide and encouraging self-directed lifelong learning

Our approach was to focus on the future and what matters most to the people of Newmarket. We invite you to join us in implementing these strategies. Engage and be engaged. Inspire and be inspired. Together we will realize the Library's Vision of Inspiring Growth of an engaged, informed Newmarket.

*“Libraries are no longer hushed reading rooms but busy social hubs for the exchange of life skills and information. They have become community centers in the very best sense – places where we build community and weave together lives and dreams. The unemployed come to find job training and job opportunities; new immigrants come to learn English, students use the library for college readiness and college access, and adolescents can explore difficult social and emotional issues in the safe space of a library.”*

**Caroline Kennedy's 2011  
Keynote to the Carnegie  
Corporation New York/New  
York Times Award Ceremony**

<sup>1</sup> A background report to the Strategic Plan summarizes this information.

*"You cannot have a functioning economy if you do not have innovation. You cannot have a functioning democracy if you cannot have the citizenry able to inform itself. We should emphasize that libraries are not frills. They are not luxuries, but a sacred component of education and democracy."*

**Anthony Marx, President, New York Public Library, and Dr. David Nasaw, City University of New York (Dias, 2012)**

Newmarket Public Library  
438 Park Ave., Newmarket ON, L3Y 1W1

[www.newmarketpl.ca](http://www.newmarketpl.ca)

digital literacy discussions collaboration innovation connections

INSPIRING

**Draft Terms of Reference for:****Strategic Technology Subcommittee of the Newmarket Public Library Board****1. Objective:**

The main objective of this committee will be to help assess, review and highlight opportunities to advance technology capabilities and in shaping the future technology vision for the Library and the services the Library provides to its patrons. A key element of this vision is for the library to keep pace with the rapid change in technology platforms through which patrons choose to consume its services. For example, as more users migrate to mobile devices, they may interact with the library through a mobile device, while the main website is optimized for the desktop platform. To keep abreast of these rapid changes in user behavior involves taking every opportunity to incrementally update the underlying core technology, and leveraging new initiatives to advance components of the core architecture, while balancing cost and effort. This committee will also play a role in looking for opportunities to collaborate with the Town of Newmarket's strategic technology imperatives.

**2. Members:**

The participants in the subcommittee will include at least two Board members, the CEO, an administrative support staff, and the Systems Manager. The Chair of the committee must be a Board member. Additional staff involvement will be at the discretion and by recommendation of the CEO. The initial subcommittee members will make recommendations to the Board with respect to additional participants for the committee, and request that the Board issue invitations to those individuals.

**3. Governance:**

This Subcommittee will be formed and disbanded as requested by the Library Board, and will report directly to the Library Board at the regularly scheduled monthly Board meetings.

**4. Meeting Schedule:**

Once the subcommittee is formed, depending on the task at hand, it would determine the requisite frequency for regular meetings, with approval from the subcommittee chair.

**5. Conflict of interest:**

If any of the subcommittee participants, immediate friends, family or companies are in position to bid for any work being advised on by this subcommittee, they will recuse themselves immediately from this subcommittee due to lack of impartiality or potential conflict of interest.

**6. Budget Requirements:**

At this time, the anticipated funding for the technology subcommittee involves staff time, and use of Library facilities. At this time there is no estimated hard dollar cost.

## NEWMARKET PUBLIC LIBRARY BOARD - ACTION TRACKING LIST

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
9-11a	Ongoing	Policy reviews	<ul style="list-style-type: none"> <li>CEO to bring drafts to Board according to agreed schedule</li> <li>Board to form committee to review Governance Policy and Constitution</li> <li></li> </ul>	
<del>12-11</del>	<del>May 20 2015</del>	<del>Draft fundraising and development strategy</del>	<ul style="list-style-type: none"> <li><del>CEO to draft report for initial consideration</del></li> <li><del>Board to consider needed resources</del></li> <li><del>CEO to report back on implementation of fundraising initiatives</del></li> <li><del>CEO to follow up with Town of Newmarket regarding naming rights sponsorship program</del></li> </ul>	<b>Completed September 16, 2015</b>
<del>1-12</del>		<del>Consider forming Friends of the Library group</del>	<ul style="list-style-type: none"> <li><del>Board to consider as related to item 12-11</del></li> </ul>	<b>Completed September 16, 2015</b> <del>Deferred to next Library Board term (motion 13.03-214)</del>
2-13	May 20, 2015	CEO Annual Performance Review	<ul style="list-style-type: none"> <li>Library Board Chair and Vice Chair to prepare and report to Board</li> </ul>	CEO annual Review completed February 18, 2016 Next review date: 2017
1-15	April 2016	Annual Report to the Community	<ul style="list-style-type: none"> <li>CEO to prepare and present to board before release</li> </ul>	<b>Completed May 20, 2016</b> Next report due in April, 2017
2-15	March, 2016	Library facility and service delivery options	<ul style="list-style-type: none"> <li>CEO to report on related Town community facility plans</li> <li>Board to consider referral to Library-Town Joint Task Force</li> <li>Board to consider capital reserve expenditure on consultant study</li> <li>Motion 16.09.144 "And that the Library Board apportion up to \$50,000 of the Alternative Service Delivery capital project to a facility needs study, if and when Council indicates its willingness to support it"</li> </ul>	Report drafted for September 16, 2015 meeting (Deferred to March, 2016) Joint Workshop held June 15, 2016 Report to Board September 7, 2016

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
<b>3-15</b>		Business measurements (including Impacts and Storytelling)	<ul style="list-style-type: none"> <li>Board to review Library Statistical Data report provided monthly in agenda package</li> <li>CEO to revise report as requested</li> <li>CEO to update Board on status of related provincial initiatives as well as Impact Study</li> </ul>	
<b>4-15</b>		Built Accessibility report	<ul style="list-style-type: none"> <li>CEO to draft report</li> </ul>	
<del>5-15</del>	<del>June 17, 2015</del>	<del>Budget projections</del>	<del>CEO to draft 5-year projections for operating budget needs</del>	<b>Completed June 17, 2015</b> <del>Reported to Library Board June 17, 2015</del>
<del>6-15</del>		<del>2016 budget</del>	<ul style="list-style-type: none"> <li><del>Board to provide CEO with guidelines and suggestions</del></li> <li><del>CEO to draft budget</del></li> <li><del>Board to approve for submission to Council</del></li> </ul>	<b>Completed September 16, 2015</b> <del>Board approved 2016 Draft Operating and Capital Budget requests</del>
<del>7-15</del>		<del>Collective Agreements</del>	<ul style="list-style-type: none"> <li><del>Board to provide CEO with negotiation mandate guidelines</del></li> <li><del>CEO to engage Town of Newmarket Director of HR as lead negotiator</del></li> <li><del>Board to approve agreements</del></li> </ul>	<b>Completed, Agreements Ratified March 21, 2016</b> <del>Collective agreements expired March 31, 2015.</del> <del>Negotiations to begin February 11, 2016</del>
<b>8-15</b>		Strategic planning	<ul style="list-style-type: none"> <li>Board to decide on strategic planning process when current plan ends in 2016</li> </ul>	CEO to bring report to Library Board on options for renewing Strategic Plan to December 16, 2016 Board meeting. Review Strategic Plan at January 18, 2017 Board meeting.
<b>9-15</b>	May, 2016	Vice Chair Position	Library Board members to hold election for Vice Chair position after one year. Vice Chair elect to be a Community member	<b>Completed September 7, 2016</b> Election to be held June 22, 2016. Deferred to September 7, 2016.
<b>10-15</b>	April, 2016	SOLS Trustee Representative	Attend SOLS Trustee Council Meetings	Next Trustee meeting: April 22, 2017, Georgina Public Library
<del>11-15</del>	<del>March 16, 2016</del>	<del>ARF Analysis Review</del>	<del>Town of Newmarket Director of Finance</del>	<b>Completed June 22, 2016</b> <del>Report to Library Board June 22, 2016</del>
<del>12-16</del>	<del>June, 2016</del>	<del>2017 Budget Considerations</del>	<del>Sunday Openings at Christmas</del>	<b>Completed June 22, 2016</b> <del>2017 Operating Budget submission</del>

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
				deadline
<del>13-16</del>	June, 2016	2018 Budget Consideration	<del>Donation Revenue Allocations</del>	<b>Completed December 14, 2016</b> <del>2018 Operating Budget submission deadline</del>
14-16	November, 2016	Strategic Technology Ad Hoc Committee	Develop Terms of Reference of Committee	Draft Terms of Reference presented at November 16 <sup>th</sup> Board meeting
15-16	April, 2017	Ontario Public Library Week	Plan an event to promote Ontario Public Library Week	
16-16	March, 2017	Peer Comparator Study	Analyze report on Newmarket Public Library's peer comparisons	Report contracted to Consultant