



## **Agenda**

### **Newmarket Public Library Board**

### **Regular Meeting of the Newmarket Public Library Board**

**Monday, December 11, 2017**

**5:30 pm, Newmarket Public Library Board room**

Meeting to be called to order at 5:30 P.M.

#### **Adoption 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 November 15, 2017
5. Adoption of the Closed Session Meeting Minutes for November 15, 2017
6. Strategic Operations Report for November, 2017;  
Ontario Public Libraries 2017 Library Day Briefing notes
7. Monthly Bank Transfer

#### **Motion to Convene into a Closed Session**

There were no Closed Session items at the time of the agenda distribution.

#### **Reports**

#### **Business Arising**

8. Library Board Action List

#### **New Business**

9. Ontario Library Association 2018 Super Conference

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

10. The next Newmarket Public Library Board Regular Board Meeting will be  
Wednesday, January 17, 2018, at 5:30 pm in the Library Board room

#### **Adjournment**



**Newmarket Public Library Board  
Regular Board Meeting  
Wednesday, November 16, 2017  
Newmarket Public Library Board Room**

**Present:** Joan Stonehocker, Chair  
Tara Brown, Vice Chair  
Kelly Broome  
Darcy McNeill  
Jane Twinney  
Tom Vegh  
Venkatesh Rajaraman

**Staff Present:** Todd Kyle, C.E.O.  
Linda Peppiatt, Deputy C.E.O.  
Lianne Bond, Administrative Coordinator

**The Library Board Chair called the meeting to order at 5:35 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 17.11.238**

**Moved by Tara Brown**

**Seconded by Venkatesh Rajaraman**

**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, October 18, 2017
5. Strategic Operations Report for October, 2017

6. Library Statistical Data for October, 2017
7. Monthly Bank Transfer

**Motion 17.10.239**

**Moved by Jane Twinney**

**Seconded by Tom Vegh**

**That** Consent Agenda items 4) to 7) be received and approved as presented.

**Carried**

**Closed Session**

8. Motion to move into Closed Session

**Motion 17.10.240**

**Moved by Darcy McNeill**

**Seconded by Kelly Broome**

**That** the Library Board move in to a Closed Session at 5:37 pm for the purpose of discussing Labour Relation matters.

**Carried**

**Motion 17.11.241**

**Moved by Venkatesh Rajaraman**

**Seconded by Tara Brown**

**That** the Library Board move out of Closed Session at 5:40 pm.

**Carried**

**Motion arising from the Closed Session meeting.**

**Motion 17.11.242**

**Moved by Tom Vegh**

**Seconded by Jane Twinney**

**That** the Library Board receive the report on 2018 economic adjustments for non-union employees and authorize the economic adjustment as described in the report.

**Carried**

**Reports**

There were no reports.

## **Business Arising**

### **9. 2017 Operating Budget Adjustment**

The C.E.O. reviewed the Operating Budget Adjustments for the 2017 fiscal year with Library Board members.

#### **Motion 17.11.243**

**Moved by Darcy McNeill**

**Seconded by Jane Twinney**

**That** the Library Board approve and confirm the detailed Operating Budget Adjustments detailed in the report.

**Carried**

**10. Efficiencies Report – Joint Library Board/Town of Newmarket Council Committee Meeting**  
Newmarket Public Library Board members will attend the Joint Library Board/Town of Newmarket Council Workshop on the completed Efficiency Study scheduled for Monday, December 11<sup>th</sup> at 5:30 pm in the Town of Newmarket Council Chambers. Questions regarding the Efficiency Study arose from Board members and a second motion to enter into a Closed Session was requested to review the draft Efficiencies Report as it pertains to specific organizational changes.

#### **Motion 17.11.244**

**Moved by Tom Vegh**

**Seconded by Venkatesh Rajaraman**

**That** the Library Board meeting move into a Closed Session at 5:55 pm for the purpose of discussing Labour Relation matters.

**Carried**

#### **Motion 17.11.245**

**Moved by Jane Twinney**

**Seconded by Darcy McNeill**

**That** the Library Board meeting move out of Closed Session at 6:25 pm.

**Carried**

### **11. Leadership by Design e-Learning**

a) Library Management, Stewardship and Accountability

Deferred to January 17, 2017 Regular Library Board meeting

## **12. Library Board Action List**

The Library Board reviewed the Action list.

### **Motion 17.11.246**

**Moved by Kelly Broome**

**Seconded by Tara Brown**

**That** the Library Board receive the Library Board Action List.

**Carried**

## **New Business**

There was no New Business.

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

- 13.** The next regular Library Board meeting is re-scheduled to Monday, December 11, 2017 at 5:00 pm. The meeting will be held at Town of Newmarket Municipal Offices, 395 Mulock Drive in meeting room Cane A&B.

## **Adjournment**

### **Motion 17.11.246**

**Moved by Kelly Broom**

**Seconded by Darcy McNeill**

**That** there being no further business meeting adjourned at 6:45 pm.

**Carried**

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Joan Stonehocker  
Chair

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Todd Kyle, CEO  
Secretary/Treasurer



## Strategic Operations Report: November, 2017

	<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>IdeaMarket on caregiver burnout had approximately 20 participants</li> <li>Entrepreneurs in Residence program held in partnership with Startup York and Chamber; 20 participants</li> <li>The World Remembers interactive WWI display ended on November 11; much interested expressed by public</li> </ul>	<ul style="list-style-type: none"> <li>Another LEARN seminar hosted in partnership with the Chamber of Commerce</li> <li>27 people attended the Capital Compounders program with author Robin Speziale</li> <li>Excel classes continue at Seneca Employment; 16/19 students rated it 5/5 on customer survey</li> <li>Southlake Cinemania TIFF film circuit second and third screenings successful</li> </ul>	<ul style="list-style-type: none"> <li>Managers trained for implementation of Town's <i>Not Myself Today</i> workplace mental health program</li> </ul>
<b>Spaces</b>	<ul style="list-style-type: none"> <li>Artist with exhibition at Georgina Pioneer Village used Maker Hub vinyl cutter to create signage for display</li> </ul>	<ul style="list-style-type: none"> <li>Wobble stools purchased for Maker Hub seating</li> <li>Ultimaker 3 dual extruder 3D printer purchased for library to replace original Makerbot machine; NewMakelt making portable enclosure for it</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Projects Officer accomplishments include: planning, ordering, and prepping for picture book area interactive forest feature, merchandising &amp; display improvements on main floor, new signage, etc.</li> </ul>
<b>Positioning</b>	<ul style="list-style-type: none"> <li>Pop-up libraries held at Welcome Centre and Christmas Market</li> <li>Presentation on volunteer database held at St. Andrews College</li> </ul>	<ul style="list-style-type: none"> <li>Article on Maker Hub vinyl cutter included in Town employee newsletter</li> <li>Staff had community living group attend a Digital Shift by Appointment slot and</li> </ul>	<ul style="list-style-type: none"> <li>Staff trained on accessible document creation for AODA compliance on website</li> </ul>

	<b>Igniting Community Dialogue, Discovery and Debate</b>	<b>Leading a Learning Community</b>	<b>Readying our Capabilities</b>
		signed them up for Hoopla <ul style="list-style-type: none"> <li>• 2 book club kits created and another 3 on the way; will be promoted once in place</li> </ul>	
Resources		<ul style="list-style-type: none"> <li>• WeDo robotics program for kids successfully held</li> <li>• 12 new laptops purchased for home loan as part of provincial digital services grant</li> <li>• 18 students in Social Media 101 class</li> </ul>	<ul style="list-style-type: none"> <li>• MK Solutions successful bidder for replacement of self-checks, RFID pads, and security gates; implementation Q1 2018</li> </ul>
Organization & Operations	<ul style="list-style-type: none"> <li>• C.E.O. participated in Library Day advocacy efforts at Ontario legislature (briefing note attached for info)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff attended eLearning in Libraries symposium at Toronto Reference Library</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Appreciation Day held</li> <li>• C.E.O. nominated as Ontario rep for Canadian Federation of Library Associations (CFLA-FCAB)</li> </ul>

# LIBRARY DAY 2017

## A Modern, Sustainable Approach for Ontario's Libraries

### Ontario's libraries play a **critical role** in communities and schools across Ontario

Ontario's libraries and library staff are helping millions of Ontarians and their families improve their well-being, reach their potential, and gain meaningful social connections and learning experiences. Whether in their schools or in their communities, libraries reach millions of Ontarians with a wide range of impactful resources and programs. Every year, **4.2 million Ontarians** of all ages access 242,000 programs through their local public library.<sup>1</sup>

That's why libraries and librarians in communities, schools, universities and colleges throughout Ontario are an essential resource for helping residents and students succeed.

### Libraries are Ontario's **farthest-reaching, most cost-effective resource** for empowering positive change by:

- **Supporting high-quality education**, in providing students with the guidance of dedicated teacher and academic librarians, assistance in developing literacy skills, and access to cutting-edge digital resources for lifelong learning;
- **Reducing the Impacts of Poverty**, through access to community resources and supports, as well as giving all children and youth the chance to participate in rich and accessible programming delivered by passionate librarians and library staff;
- **Fostering Grassroots Economic Development**, by providing business development and job skills programming for adults and youth, as well as providing space and resources to help entrepreneurs and rural Ontarians.

**Libraries are local** and can adapt to the unique needs of a community. **Public libraries reach over 98% of Ontario residents, and 3 out of 4 Ontarians access their local public library.**<sup>2</sup> It's no surprise that **libraries are consistently among Ontario's most trusted institutions**<sup>3</sup>, where all Ontarians are able to benefit and see the positive impact of their tax dollars at work.

### DID YOU KNOW?

Every dollar invested in libraries generates over \$6 in local, frontline economic impact benefitting regular Ontarians.



### MUSTAFA

*London, Ontario*

When Mustafa was new to Canada, he spent every day learning English so he could work and support his family. He says: "You have to be fluent in the language or you can't make it, you can't get a job. My goal was to be able to listen, to understand and communicate with people. Even for a taxi driver, I had to pass an English test."

After attending English classes in the morning, Mustafa would come to the library to use Rosetta Stone, and borrow books and CDs from the ESL collection to take home. Remembering the first time he came to the library, Mustafa says: "I knew just a few words and I think they hardly understood what I was asking for, but they helped me. Now I encourage every newcomer to go to the library. I know they will get help for sure."



## Ontario's libraries need a new, modern, comprehensive funding model

Funding for libraries has fallen far below what is needed to maintain a modern and innovative library system across Ontario. A sharp and steady decline in provincial support over the past 20 years is at the root of this growing crisis. The net present value (NPV) of Ontario's investment in public libraries has **decreased by nearly 60%** in the past 20 years.

As a result, many Ontarians are losing access to libraries and library-based resources. For example, **only 52% of elementary schools have a teacher-librarian – either full- or part-time – down from 80% only 20 years ago.** The situation in Northern Ontario is especially dire: **only 11%** of elementary schools have these specialized staff.<sup>4</sup> This dramatic decline in library resources and staff is eroding the impact of the province's major investments in education made during the same period. Similarly, public libraries across the province are also having to make tough decisions about how they can continue to serve the needs of their community.

Insufficient funding and an ineffective, patchwork approach means that many libraries are struggling to keep up, leaving many communities and schools at risk of falling further behind. **The current provincial funding approach is threatening the long-term sustainability of libraries across Ontario.**

Municipalities are already paying their fair share to support public libraries. **It is time for the Ontario Government to return to its historic leadership role** in supporting Ontario's public and school libraries with a modernized, sustainable funding model to respond to the changing needs of residents, students & local communities.

### DID YOU KNOW?

Schools with trained library staff are more likely to see **better reading outcomes** on the Grade 3 and 6 EQAO assessments



# OUR ASK

OLA and FOPL have identified **three necessary changes** to Ontario's funding of libraries that are essential for ensuring a modern, sustainable library sector in Ontario.

- Recognize the critical role of school libraries in supporting Ontario's student achievement goals by **requiring**, rather than recommending, that **annual funds currently allocated by the Ministry of Education to school boards for school libraries and teacher-librarians are spent on these prescribed priorities.**
  - Mandating that school boards and schools use these allocated funds for their intended purpose will provide **a critical injection of an estimated \$100 million** in annual funding to school libraries across Ontario - **without requiring any new provincial funding.**
- Provide **sustainable, predictable funding for all public and First Nations libraries** across Ontario by increasing annual base funding from \$33 million to \$50 million – an **increase of \$17 million in annual funding.**
  - This increase in annual base funding is still **50% below** the level of provincial support for public libraries prior to funding cutbacks in 1996.
  - Nevertheless, it will enable public and First Nations libraries throughout Ontario to address immediate issues, as well as support long-term planning to address the evolving needs of the community.
- Dedicate **\$25 million in new, annual funding** for the development and implementation of **Ontario's Digital Library.**
  - This will provide all Ontario residents and students with equitable access to leading, in-depth and world-class digital resources, no matter where they live in Ontario.
  - It will utilize the deep expertise of existing partners (SOLS and OLS-North) for ongoing management and oversight, working in collaboration with the Ministry of Education and the Ministry of Tourism, Culture & Sport to ensure a comprehensive suite of digital resources.

## The impact of a new funding model for Ontario's libraries

The proposed provincial funding approach **will address the needs of a modern and innovative library system** that is responsive to the diverse and evolving role of libraries as local change agents.

While provincial priorities may be similar, local implementation and needs are diverse. **Predictable and flexible funding will let libraries – public, school, academic and First Nations – make sustainable decisions that best respond to the needs of their local communities and users.**

This will mean that libraries will be less dependent on supplemental funding from onerous, competitive grant programs that may not align with local needs. There will be greater opportunity to put funds to their best use in a planned way, while helping to end the “use it or lose it” mentality. Through improved collaboration between Ministries, and supported by locally-driven, grassroots planning and implementation, Ontario's library funding will achieve a greater impact than ever before.

Implementing a modernized, sustainable and predictable funding model for Ontario's libraries will **protect Ontario's investments** in education and poverty reduction by:

- Ensuring that all Ontarians benefit from **equitable, world-class resources** in their local community, regardless of where they live;
- Maximizing the impact of the provincial government's **landmark investments in elementary, secondary and post-secondary education**;
- Supporting the collaborative **development of world-class digital resources** available to all Ontario libraries, residents and students;
- Empowering **impactful, long-term** planning and program development responsive to **local community and school needs, as well as provincial priorities**;
- Facilitating **ongoing, multi-ministerial collaboration** with Ontario's library systems to maximize impact and identify emerging needs and opportunities.

Through innovative use of technology and best practices from other jurisdictions, **Ontario can provide every resident and student with comprehensive and diverse library resources – regardless of where they live.** Leveraging trust in and the reach of Ontario's libraries with help level the playing field and increase equity for hundreds of thousands of Ontarians and their families – in education, economic development and poverty reduction.



**JON AND TOMIO**  
*Brantford, Ontario*

Jon is a Grade 10 student at Brantford Collegiate and an avid reader of adventure fiction. He has been a regular patron of the library since his first day of Grade 9. He enjoys reading and hanging out on the comfortable couches. According to Jon, “I come here because it is a welcoming space. It is calm and relaxing...most of the time.” In a high school with a population of over 1300 teens, it's important to provide a safe haven.

Tomio is a Grade 10 student who can be found in the Library before and after school and on his lunch hour, working, reading e-books on his Kobo and solving puzzles available for students. He loves the library because, “I come here to do a LOT of homework. I have a laptop at home, but it's old ...so the library computers are much faster.”

## Ontario Library Association / Federation of Ontario Public Libraries

The **Ontario Library Association (OLA)** is the oldest continually-operating non-profit library association in Canada, with over 5,000 members comprised of library staff and supporters from public, school, academic, and special libraries.

The **Federation of Ontario Public Libraries (FOPL)** represents 188 public library systems in Ontario, as well as 45 First Nations public libraries, in communities throughout the Province.

Together, OLA & FOPL are committed to ensuring that libraries are able to continue to play a critical role in the social, education, cultural and economic success of our communities and schools.

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<sup>1</sup> Molyneux, Robert E., and Stephen Abram. Ontario Public Library Operating Data 2006-2015 Overview, Primer on Library Statistics and Collected Tables. Toronto: Federation of Ontario Public Libraries, 2017.

<sup>2</sup> Ministry of Tourism, Culture & Sport. Ontario Public Library Statistics. Toronto: Government of Ontario, 1999-2015. Ontario's Data Catalogue. Accessed 30 Oct. 2017.

<sup>3</sup> Ministry of Tourism, Culture & Sport. Sector Profile: Public Libraries. Toronto: Government of Ontario, 24 Mar. 2016. Accessed 30 Oct. 2017.

<sup>4</sup> People for Education. Competing Priorities (Annual Report on Ontario's Publicly Funded Schools 2017). Toronto: People for Education, 2017.

[TEXT BOX p.1 – Stolarick, Kevin and Kimberly Silk. So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto. Toronto: Martin Prosperity Institute, 2013.]

[TEXT BOX p.2 – People for Education & Queen's University Faculty of Education. School Libraries and Student Achievement in Ontario. Toronto: Ontario Library Association, 2006.]

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## MEMORANDUM

**To:** Newmarket Public Library Board

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

**Date:** December 11, 2017

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

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**Recommendation:** The CEO 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 CEO to authorize the Town of Newmarket Treasurer to transfer the net closing balance at November 30, 2017 of \$ 98,800.28 from the Newmarket Public Library bank account to the Town of Newmarket bank account.



### 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> </ul>	
<del>12-11</del>	May 20 2015	<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	March, 2018	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 March 15, 2017 Next review date: March, 2018
1-15	April, 2017	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 October, 2017</b> Next report due in April, 2018
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-</li> </ul>	<ul style="list-style-type: none"> <li>Report drafted for September 16, 2015 meeting (Deferred to March, 2016)</li> </ul>

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
			<p>Town Joint Task Force</p> <ul style="list-style-type: none"> <li>Board to consider capital reserve expenditure on consultant study</li> <li>Motion 16.09.144</li> </ul> <p>"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"</p>	<ul style="list-style-type: none"> <li>Joint Workshop held June 15, 2016</li> <li>Report to Board September 7, 2016</li> <li>Report to Town of Newmarket Committee of the Whole May 8, 2017</li> <li>Deferred by Town of Newmarket Council to fall of 2017 after completion of the Joint Efficiency Review.</li> <li>Library operations efficiencies study report to Board November 15, 2017</li> <li>Joint Library Board/Town of Newmarket Council Workshop to be held to discuss efficiencies study</li> </ul>
<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>	
<b>5-15</b>	June 17, 2015	Budget projections	<ul style="list-style-type: none"> <li>CEO to draft 5-year projections for operating budget needs</li> </ul>	<b>Completed June 17, 2015</b> Reported to Library Board June 17, 2015
<b>6-15</b>		2016 budget	<ul style="list-style-type: none"> <li>Board to provide CEO with guidelines and suggestions</li> <li>CEO to draft budget</li> <li>Board to approve for submission to Council</li> </ul>	<b>Completed September 16, 2015</b> Board approved 2016 Draft Operating and Capital Budget requests



Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
<del>7-15</del>		Collective Agreements	<ul style="list-style-type: none"> <li>Board to provide CEO with negotiation mandate guidelines</li> <li>CEO to engage Town of Newmarket Director of HR as lead negotiator</li> <li>Board to approve agreements</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>
<del>8-15</del>		Strategic planning	<ul style="list-style-type: none"> <li>Board to decide on strategic planning process when current plan ends in 2016</li> </ul>	Reported to Library Board on options for renewing Strategic Plan December 16, 2016 Board meeting. Reviewed Strategic Plan at January 18, 2017 Board meeting. Build on current plan and create action list. Board to meet with Senior Town of Newmarket staff re: Town's strategic goals.
<del>9-15</del>	May, 2016	Vice Chair Position	<del>Library Board members to hold election for Vice Chair position after one year. Vice Chair elect to be a Community member</del>	<b>Completed September 7, 2016</b> <del>Election to be held June 22, 2016.</del> <del>Deferred to September 7, 2016.</del>
<del>10-15</del>	November 18, 2017	SOLS Trustee Representative	Attend SOLS Trustee Council Meetings	Next Trustee meeting: November 18, 2017, Richmond Hill Public Library
<del>11-15</del>	March 16, 2016	ARF Analysis Review	Town of Newmarket Director of Finance	<b>Completed June 22, 2016</b> Report to Library Board June 22, 2016
<del>12-16</del>	June, 2016	2017 Budget Considerations	Sunday Openings at Christmas	<b>Completed June 22, 2016</b> <del>2017 Operating Budget submission deadline</del>
<del>13-16</del>	June, 2016	2018 Budget Consideration	Donation Revenue Allocations	<b>Completed December 14, 2016</b> <del>2018 Operating Budget submission deadline</del>

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
<del>14-16</del>	November, 2016	<del>Strategic Technology Ad Hoc Committee</del>	<del>Develop Terms of Reference of Committee</del>	<b>Completed: Terms of Reference approved January 15, 2017</b> <del>Draft Terms of Reference presented at November 16<sup>th</sup> Board meeting.</del>
15-16	April, 2017	Ontario Public Library Week	Plan an event to promote Ontario Public Library Week	<b>Completed</b> Coffee and Donuts with CEO Wednesday, October 18, 2017
<del>16-16</del>	<del>March, 2017</del>	<del>Peer Comparator Study</del>	<del>Analyze report on Newmarket Public Library's peer comparisons</del>	<del><b>Completed April 19, 2017</b></del>
17-17	October, 2017	Leadership by Design	Knowledge Gap Analysis Discussions at upcoming Library Board meetings	<b>Discussion Schedule:</b> 1. Board Organization and Planning – June 21, 2017 – <b>completed</b> 2. Board Performance and Community Development – October 18, 2017 - <b>completed</b> 3. Library Management, Stewardship and Accountability – November 15, 2017