

# AGENDA 1.0

## MARKHAM PUBLIC LIBRARY BOARD

### REGULAR MEETING

**Notice of meeting to be held on Monday, June 28, 2021, 7:00 p.m., Virtual Meeting**

### **AGENDA**

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

1.1 Declaration of conflict of pecuniary interest

1.2 Delegation: None

1.3 Chair's Remarks

2.0 **Approval of Minutes:**

2.1 Library Board Minutes May 31, 2021

2.2 **Consent Agenda:**

All items listed under the Consent Agenda are considered to be routine and are recommended for approval by the Chair. They may be enacted in one motion or any item may be discussed if a member so requests

2.3 Declaration of Due Diligence by the CEO

2.4 Communication and Correspondence:

2.4.1 urbanlibraries.org:libraries can help local businesses during the pandemic

<https://www.urbanlibraries.org/blog/5-ways-libraries-can-help-local-businesses-during-the-pandemic>

2.4.2 MarkhamReview.com: National Indigenous History Month

[National Indigenous History Month – Markham Review](#)

2.4.3 The Quebec Public Library Association: Thank you to MPL Staff

2.4.4 Markham50 Celebrates People & Places June 22,2021

3.0 **CEO's Highlights, June 2021**

4.0 **Annual Monthly Policy Review:**

(To be undertaken at the January meeting)

5.0 **Internal Monitoring Reports:**

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

5.1 Executive Limitation: EL-2c Budgeting/ Forecasting (I. Awan /M. Sawh)

5.2 Executive Limitation: EL-2h Community Relations (P.Mantell /D. Macklin)

5.3 Executive Limitation: EL-2i Compensation and Benefits (M.McGrory/M. Sawh)

5.4 Executive Limitation: EL-2j Communication and Counsel to the Board  
(E.Choi/D. Walker)

6.0 **Ends:**

6.1 Strategic Plan Update (D. Walker)

6.2 MPL Strategic Plan: Tri-Fold Brochure Version

## AGENDA 1.0

- 7.0 **Governance:**
- 7.1 OLBA Update (Ben Hendriks)
- 7.2 Delegation of Board's authority over the summer
  
- 8.0 **Ownership Linkage:**
- 8.1 Input from Board Members
  
- 9.0 **Board Advocacy**
  
- 10.0 **Education**
- 10.1 Markham Centre Planning (D. Walker)
  
- 11.0 **Incidental Information**
  
- 12.0 **New Business**
- 12.1 MPL Reopening Plan (A. Cecchetto)
  
- 13.0 **Board Evaluation:**
- 13.1 Questionnaire results: Performance of Individual Board Members
  
- 14.0 **In Camera Agenda (none)**
  
- 15.0 **Adjournment**

Members are requested to call Susan Price at 416-230-9457 by 4:00 p.m. on Monday, June 28, 2021 or e-mail [sprice@markham.library.on.ca](mailto:sprice@markham.library.on.ca) if unable to attend. Thank you.

**NEXT MEETING:           Monday, September 27, 2021 7:00 p.m.  
  TBD**

## AGENDA 2.2

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO& Secretary-Treasurer  
PREPARED BY: Susan Price, Board Secretary  
DATE OF MEETING: June 28, 2021  
SUBJECT: **CONSENT AGENDA**

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### RECOMMENDATION:

That the Consent Agenda comprising of Agenda 2.2 to 2.4. 4 and the same are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

**2.2 CONSENT AGENDA:**

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

**2.4 Communication and Correspondence:**

**2.4.1** urbanlibraries.org:libraries can help local businesses during the pandemic

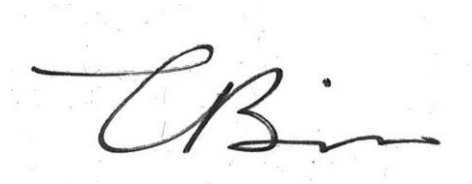
<https://www.urbanlibraries.org/blog/5-ways-libraries-can-help-local-businesses-during-the-pandemic>

**2.4.2** MarkhamReview.com: National Indigenous History Month

[National Indigenous History Month – Markham Review](#)

**2.4.3** The Quebec Public Library Association: Thank you to MPL Staff

**2.4.4** Markham50 Celebrates People & Places June 22,2021



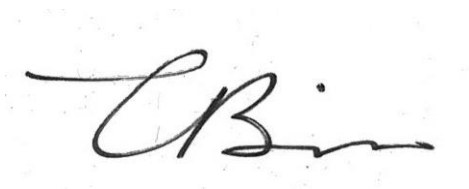
Catherine Biss  
CEO & Secretary-Treasurer

**MARKHAM PUBLIC LIBRARY BOARD**

**DECLARATION OF DUE DILIGENCE BY THE CEO**

I, Catherine Biss, Chief Executive Officer of the Markham Public Library Board (the “Board”), hereby declare that to the best of my knowledge and belief, Markham Public Library is in compliance with the following from May 26,2021 to June 22,2021.

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



Catherine Biss, CEO & Secretary-Treasurer

June 22, 2021  
Date



Montreal, June 17, 2021

Ms. Andrea Cecchetto  
Director, Service Excellence  
Markham Public Library  
6031 Highway 7  
Markham (Ontario) L3P 3A7  
By email: [acecch@markham.library.on.ca](mailto:acecch@markham.library.on.ca)

Ms. Cecchetto,

The Quebec Public Library Association would like to thank you for your presentation at the Rendez-vous des bibliothèques publiques du Québec!

Your participation and your expertise have greatly contributed to our event's success, and we are grateful to you.

On June 9, 10 and 11, 2021, **445 participants from all around the province of Quebec** have attended the Rendez-vous des bibliothèques publiques du Québec online. **Twelve speakers** have presented a conference during this sixth edition. This edition was characterized by the quality of its program and by its flexibility during these pandemic times.

You have contributed to the great success of our event and, with your help, we were able to offer a rich and instructive experience to our participants. Once again, the Quebec Public Library Association would like to thank you kindly.

Please receive, Ms. Cecchetto, our kindest regards.

The President,

Denis Chouinard, bibl. prof.

The Executive Director,

Eve Lagacé, MSI, bibl. prof.



Montreal, June 17, 2021

Ms. Anthea Bailie  
Collection Strategist  
Markham Public Library  
6031 Highway 7  
Markham (Ontario) L3P 3A7  
By email: [ABailie@markham.library.on.ca](mailto:ABailie@markham.library.on.ca)

Ms. Bailie,

The Quebec Public Library Association would like to thank you for your presentation at the Rendez-vous des bibliothèques publiques du Québec!

Your participation and your expertise have greatly contributed to our event's success, and we are grateful to you.

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You have contributed to the great success of our event and, with your help, we were able to offer a rich and instructive experience to our participants. Once again, the Quebec Public Library Association would like to thank you kindly.

Please receive, Ms. Bailie, our kindest regards.

The President,

Denis Chouinard, bibl. prof.

The Executive Director,

Eve Lagacé, MSI, bibl. prof.



## Markham celebrates 50 years of significant people and places with street banners

**MARKHAM, ON – June 22, 2021** – Celebrations marking the 50<sup>th</sup> anniversary of Markham’s incorporation continue with the unveiling of street banners highlighting significant people and places in the community’s past and present. These will line Highway 7 and Warden surrounding the Civic Centre, Town Centre Boulevard north of Highway 7, Main Street Markham, Main Street Unionville and the Yonge Street Heritage area until the end of 2021. Each of the 21 designs will include a photograph or drawing, the name of the place or person featured, some quick facts, and the commemorative colours of red, black and gold. These will accompany a special commemorative Markham 50<sup>th</sup> anniversary banner.

Details of further celebrations can be found at [markham.ca/Markham50](https://www.markham.ca/Markham50). Join in by using **#Markham50** on social media!

“In celebration of our 50<sup>th</sup>’s anniversary since incorporation, the City of Markham is proud to celebrate people and places that have put our city on the map,” said Markham Mayor Frank Scarpitti. “Key figures in our city’s history, athletes, entertainers and business leaders that have represented our country on the global stage, and photos of municipal landmarks that bring about civic pride will line our historic main streets in recognition of this milestone anniversary. We invite the community to join us in celebrating 50 years as one of Canada’s best managed municipalities that provides a much envied quality of life.”

This 50<sup>th</sup> year, discover Markham’s landmarks and celebrate the people, past and present, who have transformed our community. The banners feature:

### **Places/Landmarks**

Aaniin Community Centre  
 Angus Glen Community Centre and Library  
 Heintzman House  
 Markham Civic Centre  
 Main Street Unionville  
 Markham Train Station  
 Stiver Mill and Unionville Train Station  
 Veterans Square and Cenotaph

### **People**

William Berczy

Jully Black  
Mary Anne Chambers  
Bill Crothers  
Andre De Grasse  
Phylicia George  
Michelle Li  
William Markham  
Lloyd Robertson  
Steven Stamkos  
Benjamin Thorne  
Alma Walker  
John Webster

The roots of the current The Corporation of City of Markham date back to the creation of the Regional Municipality of York on January 1, 1971 when Unionville, Milliken, Thornhill and Markham Village were consolidated to form the Town of Markham.

Celebrations for the 50<sup>th</sup> anniversary of Markham's incorporation will revolve around the theme: "50 Years of Excellence", and residents will be able to engage in activities that spotlight themes and transformational moments in the community's journey from a town into a modern city, and social media showcasing Markham's achievements, history, diversity and community.

[Markham Public Library](#) and the [Markham Museum](#) are also celebrating 50<sup>th</sup> anniversaries this year! Markham Public Library [stopped charging children and teens overdue fines](#) and launched a new [eCard](#). Both are offering special virtual programming and initiatives as part of their celebrations.



Street banners highlighting significant Markham figures and places line selected streets to celebrate the 50<sup>th</sup> anniversary of Markham's incorporation. This banner shows Olympic athlete Andre De Grasse.





Street banners highlighting significant Markham figures and places line selected streets to celebrate the 50<sup>th</sup> anniversary of Markham's incorporation. This banner shows the special commemorative Markham 50<sup>th</sup> anniversary logo.

#### Related links:

- [Get active, safely](#)
- [Sign up for eAlerts \(City news & emergency alerts\)](#)
- [COVID-19 Vaccines](#)
- [COVID-19 safety tips \(English, Simplified Chinese and Tamil\)](#)
- [COVID-19 information and updates](#)
- [Access Markham mobile app](#)



Markham's Contact Centre continues to respond to inquiries about municipal services and programs at [customerservice@markham.ca](mailto:customerservice@markham.ca) and 905.477.5530, Monday to Friday between 8 AM and 5 PM.

For more information and updates about COVID-19 and affected City services, visit [markham.ca/covid19](https://www.markham.ca/covid19).

**Markham Mayor Frank Scarpitti's Office:**

Bryan Frois, Chief of Staff at [bfrois@markham.ca](mailto:bfrois@markham.ca) or 416.567.1177.

**All other media inquiries / interview requests for the City of Markham:**

Jennifer Yap, Coordinator, Communications and Media Relations at [jyap@markham.ca](mailto:jyap@markham.ca) or 437.229.2450.

**For COVID-19 announcements from the City of Markham:**

Visit [markham.ca/covid19](http://markham.ca/covid19) or listen to [105.9 The Region](http://105.9) – Markham's information and emergency radio station.

**About Markham:** [Markham](http://Markham), an award-winning municipality with over 351,000 residents and the largest of nine communities in York Region, is home to more than 1,500 high tech and life science companies. Markham is a leader in attracting foreign direct investment with more than 210 foreign companies located in the City. Founded in the 1790s, today Markham is Canada's most diverse community and enjoys a rich heritage, outstanding community planning and services, and a vibrant local economy. Markham has received the Excellence Canada Gold Award for Organizational Quality & Healthy Workplace, and multiple heritage and environmental awards.

**Stay Connected:** Visit our [newsroom](#) or search #MarkhamNews and #MarkhamEvents for the latest information on City programs, services and events.

[markham.ca](http://markham.ca)



TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Diane Macklin, Director Community Engagement

DATE OF MEETING: June 28, 2021

SUBJECT: **Internal Monitoring Report: Executive Limitation, EL-2h-Community Relations**

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**EXECUTIVE SUMMARY:**

This report provides the Board with an annual report of actions taken to ensure that the community is aware of the Library's services and resources, that the Library plays a prominent role in the community and to ensure that the Library's reputation remains positive.

**RECOMMENDATION:**

**That the report entitled "Internal Monitoring Report: Executive Limitation, EL-2h Community Relations" be received.**

**POLICYTYPE: EXECUTIVE LIMITATIONS**

**POLICYTITLE: COMMUNITY RELATIONS (EL-2h)**  
**(Report on actions undertaken to maintain a positive public image of the Library and public awareness of Library Board activities).**

**GLOBAL POLICY LIMITATION:**

With respect to the Board's reputation and standing in the community, the CEO shall not endanger the organization's public image, credibility, or its ability to accomplish Ends.

**CEO RESPONSIBILITY:**

The CEO will ensure the Board's reputation and standing in the community are not negatively affected.

**ASSERTION OF COMPLIANCE:**

All community relations requirements are in full compliance with Board policy.



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Catherine Biss  
CEO & Secretary-Treasurer

1. **POLICY LIMITATION:** *The CEO shall not allow the public to be without access to information that keeps them informed of the work of the organization including:*
  - a. *Agendas and approved Minutes of each regular public Board meeting or annual meeting*
  - b. *Reports including annual achievements, financial statements, statistical reports and other reports at the discretion of the CEO.*

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

On the Board page of the Library website, the Library has links to the Board's agendas, minutes, meeting schedule, by-laws as well as policies and appropriate reports. Agendas are posted a minimum of three days in advance of Library Board meetings and include all staff reports except confidential reports requiring Board approval. An archive of Board Agenda packages and Board Minutes is maintained on the Library's website. The Library posts information and reports online through the library's website.

2. **POLICY LIMITATION:** *The CEO shall not fail to develop and implement policies concerning receipt and use of donations and gifts (monetary or in-kind) that consider:*
  - a. *ownership and timelines and*
  - b. *appropriate recognition.*

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

The Library endorses the Canadian Library Association's *Position Statement on Sponsorship Agreement in Libraries*. This statement acknowledges the importance of public funding for the public good while allowing libraries to pursue supplementary funding. MPL' *Gifts, Donation Policy* and *Sponsorship Policy* were both reviewed and revised in August 2019. The policies define sponsorships, gifts, fundraising and donations as well as outlining the basis upon which funds are accepted, contractual obligations and recognition. The policies are posted on the Library's website.

3. **POLICY LIMITATION:** *The CEO shall not fail to make the Library visible in the community.*

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

Restrictions on gathering, physical distancing and a provincial Stay at Home order have necessitated changes to how the Library connects with the community. Library staff are no longer able to attend community festivals, offer pop-up programming in the community, or offer outreach programs and activities. Library staff have reimagined and redefined its community outreach and community engagement programs and moved efforts online to accommodate the realities of the community's lifestyle and needs in a COVID19 world.

- The Library's new website provides opportunities for enhanced and timely communication with increased findability of Library news and program information. The new site also includes better search engine optimization (SEO) capability which makes it more likely that content will be retrieved through a google search. This increases the likelihood of non-users being able to discover Library services and information.
- During the course of the pandemic staff have carefully monitored shifting trends in engagement on social media and adjusted tactics and messaging to maximize visibility and engagement of library posts. Staff have used targeting strategies in social media advertising to promote digital services, MPL's digital collections and virtual programs. These tactics target community members who may not follow MPL's social media channels and who may not regularly visit the library's website.

- Staff leverage their existing relationships with stakeholders and community partners to amplify Library messaging. Messaging through eBlasts and eNewsletters are regularly shared with partners, community organizations, City Councillors and other stakeholders with encouragement to share through their own networks.
- Through the Senior Care initiative staff phoned seniors in the community to provide information about their library accounts, to offer assistance with accessing or using the Library's digital resources and later to provide information about booking vaccine appointments. Weekly wellness check in calls were also offered in an effort to lessen the social isolation experienced throughout the lock-down.
- AskMPL, the Library's virtual chat service, offered extended hours in which the community could connect with the Library to obtain a library card, resolve account questions, get assistance with using the Library's resources and for reader's advisory services.
- Library staff built positive relationships with local media who have increasingly published articles highlighting resources available through the library and communicating the value of the library in supporting community needs in areas of virtual schooling, supporting entrepreneurs and local small businesses and mental wellness.
- Based on popular traditional outreach programs such as Welcome to Kindergarten, the Library staff developed virtual outreach programs for local schools and seniors groups to increase awareness and encourage the use of library services. Staff are now developing an updated outreach plan to support re-opening and recovery plans with both virtual and in-person opportunities for connecting with the community.

As well as providing information and engaging users, the Library uses social media channels to monitor and manage the Library's reputation. Staff monitor social media for kudos and concerns and when warranted, staff reach out to users to add value, to correct information, and to rectify situations.

MPL also endeavours to be visible within the library community. Staff are encouraged to share their professional expertise and knowledge through conference presentations, industry webinars or panel discussions and to participate in local committees and working groups such as York Region Library Makers and GTA Library Program Network. Staff presented at the Ontario Library Association virtual Super Conference and participated on industry committees and associations.

4. **POLICY LIMITATION:** *The CEO shall not fail to have policies and procedures in place that monitor the Library's reputation.*

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

The Customer Promise, posted on the Library's website ensures fair treatment and outlines expected behaviours of both customers and staff. The Library has Public Service policies in place that fulfill the Library's mission and ensure a safe, comfortable and respectful environment both online and in person. These policies are posted on the Library website. All policies are on a review cycle ensuring they meet evolving community needs.

Several other policies and procedures are in place to protect and monitor the Library's reputation:

- Automated alerts that search mentions of the Library in mainstream media, social media, blogs and websites.
- Social Media Procedures that outline how staff use social media on behalf of the Library and how they respond to customer comments, questions or negative content.
- The Media Relations Policy and Procedures provide guidelines that enable staff to effectively

deal with media during a high-level accident or incident within the Library.

- The Business Continuity Plan outlines strategies and actions in response to an incident or disruption of service.
- The Partnership Policy, reviewed and revised in 2019, ensures fairness in the development of partnerships between the Library and other organizations.
- Recognizing that staff are the Library's most influential brand ambassadors, there are a number of HR policies that reduce internal risks to the Library's organizational reputation. Orientation to Library policies is embedded in the onboarding process for new staff. Regular review of policies take place at staff meetings and in staff training.

5. **POLICY LIMITATION:** *The CEO shall not fail to enter into partnerships or collaborations that are cost effective and of mutual benefit.*

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

In their daily work, Library staff work collaboratively to build relationships and partnerships that help them better understand and serve the community. Staff are proactive in identifying opportunities to partner within the community to deliver a range of programs and services that meet community needs and help the Library to connect to non-users. Partnerships at the Library support the mission and goals of the library. They support community development and promote understanding and support for the library.

Partnership during the pandemic has had unique challenges and opportunities. Operating in a digital-only environment has had a significant impact in ensuring equity for vulnerable populations most notably for seniors and newcomers where digital literacy and language have been barriers to access. Partnership development over the past year has focused on identifying partners who can address this gap.

6. **POLICY LIMITATION:** *The CEO shall not fail to seek public input on library services and operations.*

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

The Library seeks customer and community feedback for all areas of operation through a variety of means:

- Library staff learn about the community and their aspirations through community conversations. Using the Harwood model and their approach of "Turning Outward", the community conversations are an opportunity to gather information about shared aspirations, concerns and potential actions. Over the past year the conversations focused on communication with existing or potential partner organizations. Through multiple conversations Library staff were able to gain new insights into the community as well as to make intentional decisions in partnership development and collaborate with organizations that are aligned with a similar purpose and vision.
- Traditionally the Library runs quarterly blitzes of its Customer Satisfaction Survey as a means of gathering feedback and satisfaction with services. This regularly offered survey allows the Library to measure changes and improvements over time. Because of the branch closures and because the survey asks questions about in-branch services, the Library has not offered the survey for the past year. In its place the Library has been offering a new survey measuring satisfaction with online services including virtual chat, virtual programming, and services available online including the Book Healing reader's advisory service and Grab and Go bags. These surveys allow customers to provide input into services delivered as well as offer suggestions for new or improved service offerings.

## AGENDA 5.2

- The Library participates in Project Outcomes, a North American project sponsored by the Public Library Association of ALA, (the American Library Association), to measure and compare outcomes for library programs. Project Outcomes uses standard survey questions to assess programs and reports results in an international database. Program participants are provided with the opportunity to provide feedback about their program experience through Project Outcomes.

## AGENDA 5.3

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Michelle Sawh, Director, Administration  
DATE OF MEETING: June 28, 2021  
SUBJECT: **INTERNAL MONITORING REPORT – EXECUTIVE LIMITATION EL-2i,  
COMPENSATION AND BENEFITS**

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### **EXECUTIVE SUMMARY:**

This report provides the Board with an overview of MPL's practices with regard to employee compensation and benefits.

### **RECOMMENDATION:**

**That the report entitled "Internal Monitoring Report – Executive Limitation EL-2i, Compensation and Benefits" be received.**

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: COMPENSATION AND BENEFITS (EL-2i)**

### **GLOBAL POLICY LIMITATION:**

*With respect to employment, compensation and benefits to employees, consultants, and contract workers, the chief executive shall not cause or allow jeopardy to fiscal integrity or public image.*

### **INTERPRETATION:**

The CEO will ensure that the Library's fiscal integrity and public image remain un-jeopardized.

### **CEO RESPONSIBILITY:**

All compensation and benefits requirements are in full compliance with Board policy.

### **ASSERTION OF COMPLIANCE**

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



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Catherine Biss  
CEO & Secretary-Treasurer



1. **POLICY LIMITATION:** *The CEO may not change his or her own compensation and benefits.*

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

The Library CEO's salary compensation is based on the Library Non-union salary grid, and benefits are comparable to those provided by the City of Markham. The salary ranges for all Library employees are available as public information on the MPL website.

Per the Library's "Terms of Reference for Management and Non-union Employees Policy", annual cost-of-living increases for all Non-union staff, including the CEO, have been identical to those offered to unionized Library employees (Full Time and Part Time).

2. **POLICY LIMITATION:** *The CEO may not promise or imply permanent or guaranteed employment.*

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

All offers of employment are made on the basis of relevant employment legislation and the Collective Agreements, where applicable. There have been no cases of "permanent employment" being offered, either explicitly or implicitly.

Recruitment is carried out objectively and hiring decisions are based on the candidates' qualifications, skills and demonstrated ability to meet the responsibilities of the position. Whenever temporary employment is offered to employees, they are made for defined periods of time with specific end dates.

3. **POLICY LIMITATION:** *The CEO may not establish current compensation and benefits which:*
  - A. *Deviate materially from the geographic or professional market for the skills employed.*
  - B. *Create obligations over a longer term than revenues can be safely projected, subject to losses of revenue and legally imposed restraints.*

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

#### **A. Professional Market**

Compensation and benefits for unionized employees are negotiated with the Canadian Union of Public Employees (CUPE) through the collective bargaining process. As is indicated above, the Non-union group has traditionally received the same cost of living increases as the Union groups.

The Library has collective agreements with CUPE Local 905 Markham Library Unit, covering Full Time, Part Time and Page employees – a separate agreement for each group. The Full Time and Part Time agreements have expired on March 31, 2020 and we are awaiting contract negotiation dates with CUPE. The Page agreement will expire on June 30, 2022. Traditionally, bargaining with the Union commences after the expiry of the collective agreement and can take a period of time to complete.

MPL monitors salary rates and annual cost of living increases within the Ontario public library community on an ongoing basis to ensure that its compensation levels remain competitive.

## AGENDA 5.3

Salary surveys indicate that there is no material deviation in compensation levels for professional librarian positions between Markham and comparable Ontario municipalities.

MPL's workforce consists of approximately 300 employees, the majority of them being part-time and/or contract employees. There is often some turnover of employees, particularly within the part time group.

### **B. The Library's Obligations:**

As described above, salaries and wages for unionized Library staff are negotiated through collective bargaining and are specified in the Collective Agreements. The City's Financial Services Department sets aside funding in anticipation of cost of living increases. The Library ensures that compensation obligations do not exceed available funding.

The Personnel budgets are reviewed on an ongoing basis to ensure that expenditures do not exceed available resources. MPL staff meet regularly with the Financial Services Department to ensure that actual expenditures are within budget.

## AGENDA 5.4

TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Deborah Walker, Director, Strategy & Planning  
DATE OF MEETING: June 28, 2021  
SUBJECT: **Executive Limitation: EL-2j Communication & Counsel to the Board  
(March 2021 to May 2021)**

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### EXECUTIVE SUMMARY:

This report provides the Board with a triannual affirmation that the Board is informed and supported in its work.

This is a report on communication and counsel to the Board for the period from March 2021 to May 2021. All communication and counsel requirements are in full compliance with Board policy.

### RECOMMENDATION:

**THAT the internal monitoring report entitled “Executive Limitation: EL-2j Communication & Counsel to the Board (March 2021 to May 2021)” be received.**

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: COMMUNICATION AND COUNSEL TO THE BOARD (EL-2j)**

**[Report on the CEO’s communications to the Board, ensuring that it is properly informed and equipped to make appropriate decisions.]**

### GLOBAL POLICY LIMITATION:

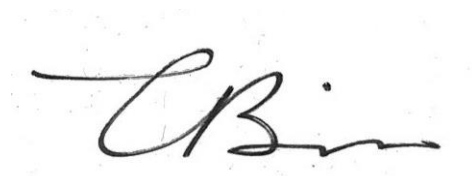
*The CEO shall not permit the Board to be uninformed or unsupported in its work.*

### CEO RESPONSIBILITY:

The CEO will ensure the Board is informed and supported in its work.

### ASSERTION OF COMPLIANCE

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



Catherine Biss  
CEO & Secretary-Treasurer

## AGENDA 5.4

1. **POLICY LIMITATION:** *The CEO shall not neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored and including the CEO's interpretations consistent with the "Delegation to the CEO" policy, as well as relevant data.*

### CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

- On a regular schedule, the Library provides appropriate internal monitoring reports, in which the CEO discloses compliance information to the Board.
- All such reports include a statement of interpretation indicating the CEO's "reasonable interpretations" of the Board Ends and Executive Limitations Policies within the meaning of the "Delegation to the CEO" policy.
- Relevant data is included in monitoring reports to demonstrate accomplishment of the interpretation (regarding Ends) or compliance with the interpretation (regarding Executive Limitations).
- Monitoring data is also provided to the Board through the regular cycle of Strategic Plan Updates, Ends Reports, Executive Limitation Reports, and Board Statistical Reports.
- Annually, the auditor presents the previous year's financial report.

2. **POLICY LIMITATION:** *The CEO shall not let the Board be unaware of significant changes in provincial or municipal policies, anticipated adverse media coverage, material external and internal changes (including purchases of over \$350,000), particularly changes in the assumptions upon which any Board policy has previously been established.*

### CEO RESPONSIBILITY:

- The monthly CEO reports identify significant changes in provincial or municipal policies, anticipated adverse media coverage, and material external and internal changes.
- Material external and internal changes reported include:
  - Value for Money Auditing.
  - Milliken Library Renovation.
  - Content Strategy and Policy: 6 Dr. Seuss Books Removed From Publication.
  - Diversity Action Plan Update.
  - Development Charges Background Study Update – a 2021 Corporate Project.
  - New Commissioner of Community Services Commission.
  - May 20th Provincial Announcement regarding reopening
- Regarding purchases of over \$350,000, no such purchases have been made during the reporting period.
- When an event relevant to the Board's mandate arises outside the normal cycle of Board reports, staff use email communication to ensure Board awareness.
- Adverse media coverage during the reporting period is reported in the regular CEO reports. When a potentially urgent incident of adverse media coverage arises between Board meetings, staff use email to ensure the Board Chair and Vice-Chair are promptly informed.
  - April 2021: The CEO's Report for April 22, 2021 informed the Board regarding the CUPE petition posted on the CUPE 905 website and social media, along with the advertisement purchased in the local print paper encouraging people to sign the petition.

### EVIDENCE OF COMPLIANCE:

- There has been no non-compliance to report upon.

## AGENDA 5.4

3. **POLICY LIMITATION:** *The CEO shall not allow the Board to be unaware that, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-CEO Linkage, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the CEO.*

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

- There has been no non-compliance to report on.

4. **POLICY LIMITATION:** *The CEO shall not present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision-preparation, or other.*

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

- Staff prepare appropriate reports and presentations for Board information or recommending Board approval. The reports and presentations include points of view, issues, and options, as appropriate. Examples include:
  - March 22, 2021:
    - 6.1 Strategic Plan Update.
    - 7.2 2021 Library Capital Budget Report.
    - 7.3 2021 Library Operating Budget Report
    - 10.2 Markham Centre Library Update.
  - April 26, 2021:
    - 6.1 Strategic Plan Update.
  - May 31, 2021:
    - 10.1 Diversity and Inclusion: City of Markham and MPL.
    - 10.2 Municipal Priorities for 2021.
- Staff invite delegations of City staff to attend Board meetings to provide information on municipal aspects of Board issues, as appropriate.
  - No such delegations took place during the reporting period.
- Staff invite delegations of consultants and other external representatives to attend Board meetings to provide information on projects and initiatives of interest to the Board, as appropriate.
  - May 31, 2021: Ms. Naketa Wright, Manager, KPMG, Mr. Kevin Travers, Partner, KPMG attended regarding Approval of the 2020 Financial Statements of the Markham Public Library Board.

5. **POLICY LIMITATION:** *The CEO shall not allow the Board to be without a workable mechanism for official Board, officer or committee communications.*

**CEO RESPONSIBILITY and EVIDENCE of COMPLIANCE:**

- In the absence of any feedback, the CEO is in compliance.

6. **POLICY LIMITATION:** *The CEO shall not allow the Board to be without secretarial support, including draft minutes within two weeks of each Board meeting and any action list arising from meetings.*

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

- The Board Secretary provides action lists arising from Board meetings within a week of the meeting.
- The Board Secretary provides a draft of the minutes to the Board within two weeks of the meeting.
- The Board Secretary responds to telephone calls and emails within 48 hours of receipt of them.

7. **POLICY LIMITATION:** *The CEO shall not favour or privilege certain Board members except when:*

- a) *Fulfilling individual requests for information or;*
- b) *Responding to officers or committees duly charged by the Board.*

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

- The CEO is in compliance.

8. **POLICY LIMITATION:** *The CEO shall not allow the Board to be unaware of an actual or anticipated non-compliance with Ends or Executive Limitations policy of the Board regardless of the Board's monitoring schedule.*

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

- There has been no actual or anticipated non-compliance with any policy of the Board to report on.

9. **POLICY LIMITATION:** *The CEO shall not fail to submit to the Board a required approval (consent) agenda containing all items delegated to the CEO, and required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.*

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

- During the reporting period, there was nothing in the consent agendas that was required by law to be Board-approved.

10. **POLICY LIMITATION:** *The CEO shall not allow the Board to be unaware of complaints identified by customers which in the judgment of the CEO are of pressing concern.*

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

- April 2021: The April CEO's Report included the report of a complaint from a customer concerned about Google tracking his activities while he was on the Library's website, and about DoubleClick cookies being sent to Google while he was on MPL site. As reported, this complaint was resolved following an investigation which concluded that the use of Google Analytics is covered in the Library's Privacy Statement on the website, and that customers have the option to change their settings and opt out of recording their non-identifying site-activity data on Google Analytics (i.e. disable cookies, etc.).

11. **POLICY LIMITATION:** *The CEO shall not allow personal information about Board members to be unprotected or compromised (except for Board member's names, photographs, and any authorized tag lines on the Library website and other promotional vehicles).*

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

- The Board Secretary maintains all contact information for Board members in confidential files accessible only to senior administration staff and their support staff.
- The Board's personal contact information is provided through electronic and paper versions to the Board members, senior Administration staff and their support staff only upon specific occasions:
  - a) Emergency,
  - b) Inviting Board members to special MPL events such as opening a library, staff celebrations, etc., and
  - c) To fulfill Revenue Canada's request for information on the "Directors, Trustees, and Like Officials worksheet."
- The Library's Human Resources policy regarding *Confidentiality of Personal Information* further provides that contact information for employees and Library Board members may

## AGENDA 5.4

not be released without the permission of the employee/Board member or the CEO. Requests for this information must be referred to the CEO, or designate.

**12. POLICY LIMITATION:** *The CEO shall not fail to advise the Board in a timely manner of trends, facts and information relevant to the Board's work.*

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

- The monthly CEO reports include:
  - Relevant external trends, such as:
    - Library Design Trends.
    - Education – Learning Loss Trends.
  - Statistical reports on a quarterly basis as part of the monthly CEO's Highlights Report (3.0). The statistical reports include YTD-over-YTD data regarding new member registrations, customer satisfaction, library space (in-person visits, electronic visits, room bookings), circulation, self-service, connectivity (computer usage, website and catalogue sessions, social media followers), and programs and outreach.
  - Enterprise Risk Management (bi-annual report).
  - Background facts relevant to the Board's work or as follow up to Board discussions.
- The regular Strategic Plan Update reports include:
  - Updates regarding work plan progress.
  - Identification of strategic priorities.
  - Identification of societal and/or economic trends that have implications for library strategy.
- Information on Library program offerings is provided on a quarterly basis.
  - Due to the quickly changing nature of programming during COVID closures, notice of upcoming programs is currently provided to the Board on a more frequent basis, either in a Board package or by e-mail.

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director, Strategy & Planning

DATE OF MEETING: June 28, 2021

SUBJECT: **Strategic Plan Update**

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### **RECOMMENDATION:**

**That the report “Strategic Plan Update” be received.**

### **BACKGROUND:**

The purpose of this Report is to update the Board regarding the status of MPL’s 2021 Strategic Work Plan.

#### **Context: On the Road to Re-Opening**

As of Friday, June 11, Ontario entered Step One of its Roadmap to Reopen, allowing the resumption of more outdoor activities (with smaller, well-managed crowds), as well as more limited indoor settings to be open, all with restrictions in place. These steps have enjoyed an enthusiastic uptake, with crowded parks, restaurant patios filling up and long queues at many retail locations.

At the same time, the pace of vaccination is accelerating. In York Region, as of June 16th, 74.9% of those eligible (12+) had received at least one dose. 22.2% had received two doses. Across the GTHA, there are hours-long queues at mass vaccination clinics. Generally, the early narrative about high levels of “vaccine hesitancy” has been mitigated by proactive public health measures to reduce barriers to access, including conveniently located pop-up clinics in high-risk neighbourhoods, support for online booking of appointments and transportation to clinics, and the engagement of community “ambassadors” to educate and encourage their neighbours to vaccinate.

As the vaccination momentum continues, and case numbers decline, there is increasing hope for Step Two Re-Opening and a return to pre-pandemic life (or at least something close to it).

Like libraries, many sectors have navigated the pandemic through digital acceleration and increasing volumes of digital interactions. As we move toward reopening our physical facilities, and observing evidence of a strong public appetite “real life” experiences, the questions linger:

- Will users return to indoor spaces like public libraries? If so, when?
- Will users accustomed to online service delivery expect and prefer to continue with primarily digital engagement?
- Or will pent-up demand for social interaction and experiences draw users back to community gathering spaces?

Going forward, and as we prepare for gradual reopening, we will continue to monitor the trajectory of vaccine rollout and its impact on perceptions of public safety. A key factor in drawing residents back to indoor spaces will be the building of trust through prudent, evidence-based health and safety strategies.

In the meantime, our strategic progress has continued. The table below outlines this progress:



## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/INITIATIVES	STATUS (JUNE 2021)
<p><b>GOAL 1: Reading to Transform</b></p> <p>We are the reading organization, celebrating reading, and its power to transform lives and engage residents in building an inclusive, livable, caring and culturally vibrant community. We engage individuals and families in transformative reading experiences. The Library promotes reading as a means to literacy, critical thinking, creativity, and empathy.</p>		
<p>Objective 1.1 Leverage our unique reading-related assets (collections, expertise, services and programs) to <b>engage families</b> with the Library's literacy programs, collections and services in both digital and in-person formats.</p>	<p>Implement Content Strategy initiatives regarding family literacy</p>	<p>Launched a new and improved Kids page on our website. Includes resources that support virtual curriculum (worksheets, virtual children's info desk, blog posts, reading lists).</p>
	<p>Introduce digital tools to support digital early literacy skills for pre-schoolers.</p>	<p>Launched Launchpad tablets for pre-schoolers to develop early literacy skills.</p>
	<p>Refresh family literacy spaces in all branches.</p>	<p>Will be included in branch space use study</p>
<p>Objective 1.2 Promote Library content that supports <b>formal and informal learning</b> opportunities for lifelong learners, as well as the academic success of students.</p>	<p>Expand MPL's offering of non-traditional collections to support different learning styles.</p>	<p>Launched Ontario Park passes to enable residents to access outdoor park experiences.</p>
	<p>Launch online resources to provide learners with 24x7 access to reading resources and academic support.</p>	<p>Launched BrainFuse last year. This resource provides live virtual tutoring for students in JK to Grade 12, along with resources to assist college and university students as well.</p>
	<p>Deliver resources that support skill development for workplace skill upgrades and workforce re-entry.</p>	
<p>Objective 1.3 <b>Reduce barriers</b> to membership and Library use.</p>	<p>Launch fine-free access for youth.</p>	<p>Completed launch of fine free cards for children and teens.</p>
	<p>Launch online library card registration.</p>	<p>Completed launch of online library card registration.</p>
	<p>Introduce mobile library solutions to under-served and hard-to-reach residents.</p>	<p>Business case for mobile library in development.</p>
<p>Objective 1.4 Provide resources in a range of formats and languages to ensure collections are</p>	<p>Complete Inclusion Audit for MPL's collections.</p>	<p>In progress, starting with staff storytime collections. This is a multi-year project as it covers the entire collection.</p>

## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/INITIATIVES	STATUS (JUNE 2021)
<p><b>balanced, inclusive and accessible.</b></p>	<p>Expand collections to support functional literacy development.</p>	<p>2022.</p>
	<p>Expand lending collections, accessibility tools and inclusive content for those with print and other disabilities.</p>	<p>MPL submitted a proposal for grant funding through the Ministry of Seniors and Accessibility to fund the development of collections to support neurodiversity and ASD. Working with a community partner, the bike lending program re-opens in late June with addition of children's bikes and eBikes.</p>
<p>Objective 1.5 Promote the <b>value of reading for pleasure</b> as something that supports strong educational outcomes, increased empathy, improved relationships with others, better mental health and overall wellbeing.</p>	<p>Launch services and content to support wellness and cognitive health through reading fiction.</p>	<p>Completed launch of bibliotherapy service.</p>
	<p>Develop public awareness campaign to promote the benefits of reading for pleasure.</p>	<p>Launched Bibliotherapy, articles in local papers related to Bibliotherapy and to reading for pleasure. Website includes Increased blog postings and staff picks lists related to reading for pleasure and its benefits.</p>
	<p>Expand events and programs that celebrate literature, storytelling, reading and book culture.</p>	<p>Participating library in the OLA Forest of Reading Program in the school age categories with virtual author visits and book discussion meetups. Participating library in OnePage a virtual literary series featuring online author visits Collaborating with neighbouring library systems to coordinate virtual author visits and programs for Summer Reading Club Introduced virtual book discussion groups Community voting for 2021 Markham Reads selection now closed and negotiations underway with author and publisher for programming.</p>
		<p>Virtual Programming Project with Richmond Hill, Vaughan, Ajax and Pickering- developing best practices for virtual reading program for children.</p>

## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/INITIATIVES	STATUS (JUNE 2021)
		<p>Launched VIRTUAL Summer Reading Club running from July 1 – Friday Aug 17. Designed to encourage children to continue reading over the summer. Participants socialize and engage in activities and games at virtual meetups. Includes author visits in collaboration with the other libraries in York and Durham Region</p>
<p><b>Goal 2: Limitless Learning</b></p> <p>The Library <b>complements formal education</b> and extends learning beyond the academic experience.</p> <p>The Library <b>facilitates curiosity, self-directed learning and personal growth</b> through all stages of life.</p> <p>We concentrate on <b>readying children for school</b>, providing opportunities for <b>individual development</b>, preparing people for <b>employment and citizenship</b>, and helping people build <b>skills they need for the digital environment</b>.</p> <p>We grow a community of learners through <b>all phases and stages of life</b>.</p>		
<p>Objective 2.1 Provide tools and resources that support <b>individual learning goals</b> throughout every stage of life.</p>	<p>Expand online learning resources and skill development programs</p>	<p>TBD</p>
	<p>Provide spaces and open hours that support needs of students and entrepreneurs of all ages.</p>	<p>Delayed due to closure; will be reviewed as part of space use study.</p>
	<p>Support experiential learning, creativity and experimentation through the expansion of MPL's makerspaces and STEAM resources.</p>	<p>On hold pending branch re-opening and safe launch conditions:</p> <ul style="list-style-type: none"> <li>• Implementation of a new Digital Media Lab (DML) at the Angus Glen Branch.</li> <li>• Library Makerspace: Music Creation and Musical Instruments Lending at Markham Village Branch</li> </ul>
<p>Objective 2.2 Deliver a multi-faceted, inclusive and equitable lifelong learning strategy to <b>address barriers to success in formal education</b>.</p>	<p>Partner with organizations to provide learning supports and resources that address gaps in formal education.</p>	<p>TBD</p>
	<p>Provide remedial support for reading, math and sciences.</p>	<p>Introduced Extra English Help and Extra Math Help virtual programs supporting Ont. Grades 1 to 3 curriculum</p>
	<p>Provide services that support students and parents in distance learning, online learning and home-schooling.</p>	<p>Launched the “Learning at Home” series of blog posts to support elementary students continued learning. These posts explore topics</p>

## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/INITIATIVES	STATUS (JUNE 2021)
		related to the Ontario curriculum and are designed to spark curiosity, learning and fun.
Objective 2.3 Provide Markham residents and entrepreneurs with skills and literacies to build their confidence and resiliency to participate fully in the <b>economy, including the local job market.</b>	Expand services and content to support individuals developing employment skills, retraining and accreditation.	TBD
	Implement networking and mentorship opportunities for new local entrepreneurs.	TBD
Objective 2.4 Equip community members with <b>digital literacy skills</b> to enable them to learn, connect, engage and work online.	Implement Digital Literacy Strategy supporting the Digital Markham plan.	The Digital Literacy Strategy is currently being refreshed and will be completed Q2. Implementation is ongoing under the old strategy including the development of online and remote learning digital literacy content through the MPL website and the launch of Curbside 3D Printing <b>Launched Curbside 3D Printing service.</b>
	Expand virtual branch including instructional support and resources.	AskMPL has refocused on reference and instructional service, increasing 1:1 support for research.
<p><b>Goal 3: Community Social Cohesion</b></p> <p>Markham is economically and socially connected. People in all circumstances and at all stages of their lives benefit from the information, ideas, relationships and resources shared at the library. People <b>contribute</b> to their local government and to their community because they know that they are respected and that their City thrives on everyone's rich diversity, equity, opportunity and digital readiness. We <b>close the digital divide and build social cohesion</b>. Markham is the <b>best place to live, invest, and work</b>.</p>		
Objective 3.1 Achieve <b>an inclusive, equitable and accessible</b> workplace and library service through a policy and procedures review and through engagement with the City's Diversity and Inclusivity Action Plan Update.	Implement MPL's Inclusion Strategy	All active MPL staff have completed anti-black racism training. Staff training content through MPLEdu is being expanded, including the implementation of the Inclusive Language Guide.
	Update MPL's Older Adult Strategy	Customer Service to Older Adults training in development; assessing recommendations for pre-open hours

## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/INITIATIVES	STATUS (JUNE 2021)
		for older adults as part of MPL's recovery planning.
	Contribute to the development of the City of Markham's Diversity Action Plan and implement the recommendations.	Projected to launch in June 2021, with completion by April 2022.
Objective 3.2 Leverage partnerships and the knowledge and expertise of local organizations to deliver social capital initiatives and <b>contribute to the community's social well-being.</b>	Implement Community Development Strategy and Partnership Development Toolkit.	TBD
	Curate and integrate priority community and government services into the Integrated Library System (ILS).	Needs analysis and resource gathering in progress.
	Update and implement programming strategy	TBD
Objective 3.3 <b>Reduce social isolation</b> and bridge social divides by providing physical and virtual spaces that instill a sense of welcome and belonging for all community members	Refresh Outreach Strategy to engage underserved communities	TBD
	Implement Space Use plan to improve branch space allocations to address emerging community needs	Research plan in development to assess customer needs.
	Plan new library facilities and renovations of existing spaces.	Milliken Mills Library Renovation (to create a new sorter room and universal washroom). Staff have signed off on the schematic design. Detailed design in process. Staff award report for sorter (and other life cycle replacement equipment) in progress.
Objective 3.4 Enhance knowledge of the community through <b>data and research</b> , and facilitation of <b>community engagement initiatives.</b>	Complete the development of Neighbourhood Profiles for service planning	In progress, working in collaboration with Environics to establish data requirements for these reports.
	Implement Business Intelligence Framework to expand community research, outcome measurement,	Many data collection processes have been automated through Data Studio; new quarterly reporting template has been implemented; Currently focusing

## AGENDA 6.1

OUR STRATEGIC GOALS AND OBJECTIVES	ACTIONS/INITIATIVES	STATUS (JUNE 2021)
	data collection, and reporting capabilities.	on expanding use of outcome measurements
Objective 3.5 <b>Champion civic discourse</b> to advance social cohesion and broaden community understanding of global and local issues.	Facilitate in person and virtual conversations on topics that are relevant to community and civic priorities.	Senior Care v2 calling senior and homebound customers to provide information about Covid vaccine opportunities and resources for booking appts and transportation to clinics
	Combat misinformation through information agency and media literacy initiatives.	Currently supporting the vaccination campaign by connecting eligible individuals with reliable public health information and assisting with vaccine booking.
	Support the municipality's digital democracy priorities by facilitating access to online voting and candidate information.	Not Started
3.6 Address the <b>digital divide</b> by providing equitable access to technology and resources for success in the digital world.	Launch equipment and connectivity lending initiatives.	Not Started
	Expand instruction on utilizing foundational digital tools.	Through askMPL, promoting and supporting use of MPL's online courses including tools such as NicheAcademy with course on using web based-video conferencing tools. Development of instructional videos for use of library digital resources and makerspaces underway.
	Improve MPL's IT infrastructure, public computing and other library technologies.	TBD

### Corporate Strategic Projects

In alignment with corporate priorities and as a team player with the City, staff are also supporting several corporate strategic projects undertaken pursuant to our 2021 Business Plan, which is structured around the four Goals of Building Markham's Future Together (BMFT). These include:

ACTION	DESCRIPTION	STATUS
<b>Implement new technology to enhance business operations</b>	Continue to participate on project teams that advance implementation of Program Registration, Facility Booking software system. (BMFT Action 1.2.1)	Ongoing. Launch projected for 2022. Resource-intensive project in terms of staff hours required. Challenges re financial configuration of the system that meets needs of all departments.

ACTION	DESCRIPTION	STATUS
<p><b>Implement Integrated Leisure Master Plan for the City of Markham's Parks, Recreation, Culture and Libraries</b></p>	<p>Continue to participate in all Growth Management projects. (BMFT Action 3.2.4)</p>	<p>Ongoing. Recent internal consultation meetings included 7015 Yonge Street, Upcoming: Markville Secondary Plan Study. ILMP 2019 is used as reference point for such Studies.</p>
<p><b>Establish process for evaluating public and private sector partnerships and business opportunities.</b></p>	<p>Develop evaluation process for partnerships and business opportunities. (BMFT Action 4.2.1) Will implement ILMP recommendation #127.</p>	<p>Project to launch in Q3.</p>
<p><b>Update the City's Development Charges Background Study Update</b></p>	<p>Work with Finance Dept. to update the Library section of the DC Background Study. (See detailed description in 3.0.)</p>	<p>Kick-off meeting with Finance Dept. staff has taken place. In progress: Updates of our inventory lists of library capital assets from 2017 to 2020 - Library Materials (including digital materials) and F&amp;E.</p>



Catherine Biss  
 CEO & Secretary-Treasurer

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

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

DATE OF MEETING: June 28, 2021

SUBJECT: **Markham Centre Planning**

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### RECOMMENDATION:

**That the Board receives the Board Education Report entitled “Markham Centre Planning”.**

#### **Purpose**

To provide information regarding the Markham Centre Secondary Plan Update (MCSPU) process as it pertains to a future Markham Centre Library.

#### **Background**

The Markham Centre Secondary Plan Update (MCSPU) process continues. The most recent milestone event (on June 21) is summarized below.

#### **Development Services Committee June 21, 2021: Markham Centre Secondary Plan Update Development Options Engagement Summary**

A report entitled “Markham Centre Secondary Plan Update Development Options Engagement Summary”<sup>1</sup> went to Development Services Committee on June 21<sup>st</sup>. The report presented the findings of recent Consultation Activities which included:

- Three half-day workshops with small groups of Council Members
- Thirteen one-on-one meetings with Markham Centre landowners/developers.
- June 10 Visioning Workshop: A virtual public meeting with 53 participants in small-group discussion breakout rooms.
- Over thirty public survey & forum responses on Your Voice Markham Website.

#### **Key Areas of Feedback**

Feedback is organized into five key areas summarized below (with emphasis on feedback relevant to a Markham Centre Library):

1. Building forms and heights:
  - This is the Key Area with the most diverse range of views. Council members and public voices generally prefer a mix of building forms and heights. Landowners view the proposed heights and densities as too low.

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<sup>1</sup> [Markham Centre Secondary Plan Update Development Options Engagement Summary June 21 2021](#)



### 2. Forming a civic district

- Council members and public voices generally support the forming of a civic district near the transit node (at current Unionville GO station).
- There is general consensus that a civic district should be anchored by civic facilities (e.g., public square, **central library**, community centre, museum, performing arts centre), as well as retail and public art.
- There is no consensus regarding maintaining, repurposing, or relocating the current Civic Centre.

### 3. Transit, walking, and cycling

- There is a fair amount of unanimity about the main components of transportation planning for Markham Centre:
  - A world-class rail station and area.
  - The 407 Transitway and Viva Rapidway alignments should be finalized ASAP to allow development applications to proceed.
  - Safe crossings across tracks, Warden Ave, Hwy 7, separated bike lanes, and well-connected trail network through Markham Centre and beyond.
  - All-season maintenance and accessibility.
- This transportation plan is linked to the provision of walkable access to local parks, retail, schools and indoor community amenities, such as **libraries** and neighbourhood hubs.

### 4. Connected neighbourhoods are supported by Council members, landowners and the public, with considerable consensus around the following themes:

- A sense of place in each neighbourhood.
- Pedestrian-friendly, street-level retail (e.g., small- and large-scale stores, restaurants).
- Neighbourhoods connected by a network of paths and public squares.
- The need, as identified by residents, for local school and child care facilities.
- A balance of people (residential uses) and jobs (employment/office uses)
- However, Council Members noted that Cornell should be considered as a cautionary tale.
  - Cornell was an attempt to apply new urbanist principles to create walkable neighbourhoods. However, Cornell residents preferred to drive to bigger stores rather than walk to the local main street and support local retail. There is Council concern about the need for realistic assumptions about how people will want to live in Markham Centre and the critical mass needed to support local retail in each neighbourhood.
- Landowners:
  - Some landowners would like their sites to be prominent landmarks/ gateways in each neighbourhood
  - Generally support schools, child care, and “community amenities” to support future residents.
    - **In Markham, landowners generally do not include indoor public space within their unique definition of “community amenities”. However, Recreation and Library continue to engage in growth management projects and advocate for small local/neighbourhood hubs located in condo podia that could potentially be operated**

through a shared business model with a range of community service providers.

- Mixed thoughts on feasibility of certain uses (e.g., office), based on experience to date with low market interest.
5. Parks and open spaces – high levels of consensus around:
- The need for more parkland and sports facilities.
  - Accessible through all modes of transportation.
  - All-season programming and maintenance for winter use.
  - Protection for the naturalized Greenway.

Regarding a Markham Centre Library, several verbatim comments were reported:

“Strongly support a civic precinct with library, civic centre, etc. near the station. They must be of high quality design and material. Any reuse of the existing Civic Centre must also be respectful of the architecturally-significant structure.”

“We should have another library. It makes sense to have a civic office or space in the downtown area. I don’t think the civic space/library should be too close to the GO Station, it would be better if it was near the Cinema area.”

“A Markham central library and a civic centre/performance centre is a MUST for this proposal to be successful.”

“Not enough civic spaces/centres. A big library is needed”

“There definitely should be a civic district with a public library and a recreation centre to serve as a hub for the needs of the community.”

“Relocating the civic centre is not a good idea as it will require unnecessary high costs. As well, since the civic centre provides services to the entire city where many people will still be using private vehicles to access, it will be a challenge for people to find proper parking in the “downtown” location. Placing a library or community centre would be more suitable for this location since it would be able to serve the local community.”

### Next Steps:

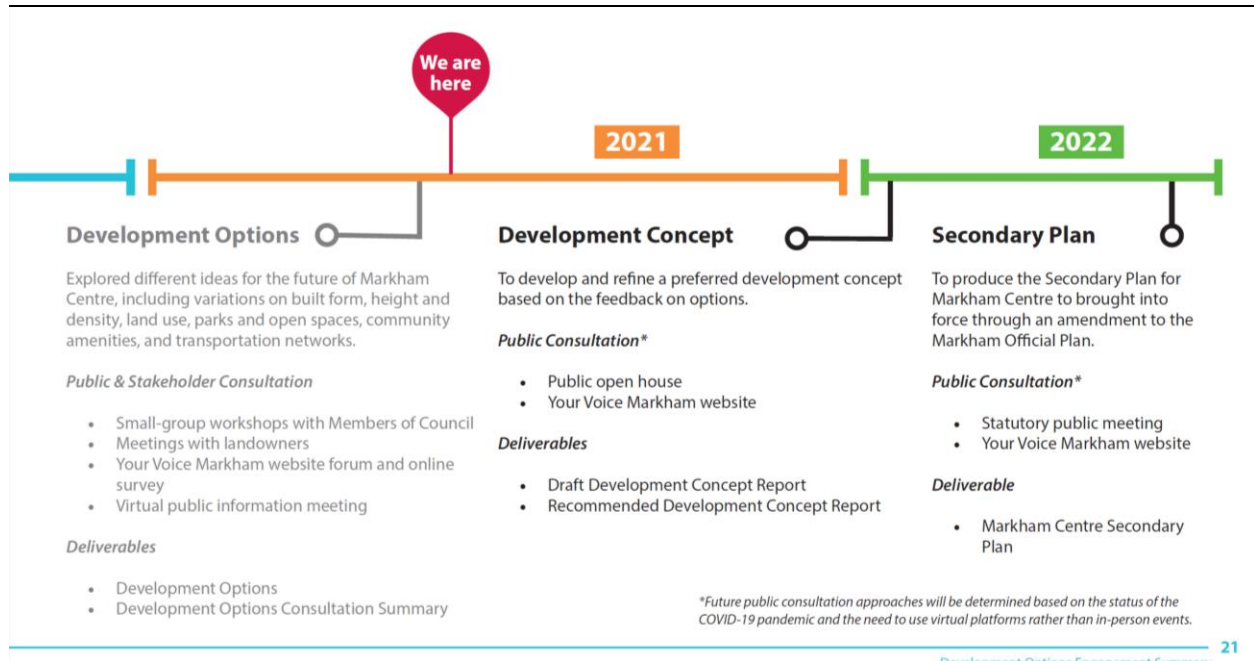
Over the summer, Planning staff and the consultant will develop and refine a preferred development concept based on a review of the feedback and detailed comments to date.

This phase will include further public consultation through a Public open house and the Your Voice Markham website.

Council, recognizing the complex and integrated nature of the MSCPU, as well as the need for a strong technical case to defend density levels, has requested additional Council workshops to seek data, answers and clarifications regarding unresolved issues, including assumptions regarding the capacity of the proposed transportation system.

A recommended Development Concept Report will be brought to DSC for approval by late 2021 / early 2022. Subject to Council approval, this Development Concept will be translated into a new Markham Centre Secondary Plan in 2022.

The MCSPU project timeline is shown below:



### 2021 Action Plan for a Markham Centre Library / Central Library

Based on the Library Board’s direction to the CEO, the 2021 action plan includes the following approaches to advocating, promoting and gaining support for the concept of a central library, including the potential for public/private funding partnership.

ACTIONS	STATUS	COMMENTS
<b>Community Consultation:</b> Seek restoration of funding for the 2021 project to consult the community regarding a Markham Centre Library.	For discussion with CAO.	For consideration: Potential to combine this funding with Culture’s proposed 2022 feasibility study for a new theatre/cultural complex in Markham Centre.  Given the unique demographics of the Markham Centre community (see Appendix A), and the “hard-to-reach” characteristics of some segments, community consultation will require a range of consultation tools and opportunities.
<b>Engage with the Manager of the Flato Markham Theatre</b> to explore the potential for a co-location to create a cultural complex (theatre+ library) to anchor a future civic square.	This engagement has begun. The Theatre Manager is receptive to joining forces.	Subject to budget approval, Culture will proceed in 2022 with an update of the Markham Culture Strategy and a Theatre Feasibility Study. Both projects could provide opportunities to advance the Central Library concept.
<b>Meet one-on-one with Councillors to probe their</b>	To be scheduled over the summer.	

## AGENDA 10.1

ACTIONS	STATUS	COMMENTS
views regarding a central library.		
<b>Engage with Secondary Plan Update Project: Continue to engage with planning staff and consultants managing the MCSPU project.</b>	Ongoing.	The Library, along with Recreation and Culture, will continue to engage with the MCSPU team and consultant over summer and early fall.
<b>Implement the 2021 BMFT/ILMP project to develop a process for evaluating public and private sector partnerships and business opportunities.</b>	To launch in Q3.	The CEO is the Lead on this project. Will provide a framework for identification of strong partners for potential neighbourhood hubs and co-locations.
<b>Support the City's Development Charges Background Study Update.</b>	Capital Asset Inventories are on target for completion by end of June.	The Capital Asset Inventories are critical to support robust 10-year average service levels and the capture of future funding through the Development Charge/Community Benefit policy regime. In the absence of future investment in library infrastructure, the average service level will decline.

### 2022 Pathways to a Markham Centre Library / Central Library

Going forward, there are several additional pathways to advancing a Markham Centre Library/Central Library.

ACTIONS	STATUS	COMMENTS
<b>MCSPU Implementation Study</b>	2022, subject to budget approval.	Planning staff have indicated they will seek a 2022 budget for an MCSPU implementation study, which could involve the Library, Recreation and Culture.
<b>Design Competition for the Civic Square/Precinct</b>	2022, subject to budget approval.	The MCSPU consultant has indicated he will recommend a design competition and / or the engagement of an architect of international caliber to design the Civic Square/Cultural Centre. Could include concept design for a Central Library
<b>Study of Recreation In Areas of Intensification</b>	2022, subject to budget approval.	Recreation is planning a 2022 capital request for a study of Intensification Areas in terms of Recreation services. Library staff will support this Study.

ACTIONS	STATUS	COMMENTS
<b>Culture Strategy Update</b>	2022, subject to budget approval.	Library staff will support this Study.
<b>Theatre Feasibility Study</b>	2022, subject to budget approval.	Library staff will support this Study.

**Analysis of the 2021 Planning Landscape for a Markham Centre Library**

Through the Markham Centre Secondary Plan Update process, and particularly a recent internal session regarding Parks and Community Facilities with Planning staff and the consultant team, we note the following analysis regarding the current municipal policy position on a library and other community services in Markham Centre:

- The City has currently arrived at a period of inactivity in terms of funding and operating indoor community amenities. Components of this position include:
  - Pan Am Centre’s impact on depletion of Recreation’s Development Charge Reserve.
  - Landowner assumptions that existing recreation and library facilities, along with digital service channels, have capacity to serve population growth.
  - Fiscal policy regarding limiting any increases in operating costs.
  - To date there has been minimal appetite in Markham for using s. 37 or community benefits policy as a means of securing indoor community amenity space. Despite multi-year Rec/Library input to growth applications, and negotiations with landowners, coordinated by Planning, no indoor spaces have been secured through s. 37.
  - Most landowners in Markham Centre position condominium amenities (pool, fitness, etc.) as achieving a “complete community” for the residents of their development. There is low interest in the concept of an overall “complete community”, i.e. in the provision of community amenities beyond each condominium project.
  - Partnering with existing community organizations may present risks in terms of service continuity. For example, the Y located in Mississauga’s Downtown recently sold its property to a developer. Given its current business uncertainty, the Y may wish to capture revenues from further sales of high-value lands.
  - In terms of potential co-locations of community facilities with schools, it is apparent that in terms of its current mindset, the York Region Public School Board is not ready to transition from suburban school construction to urban school concepts.
    - In addition, schools are not constructed until the required student population is in place, which in the case of Markham Centre may take decades.

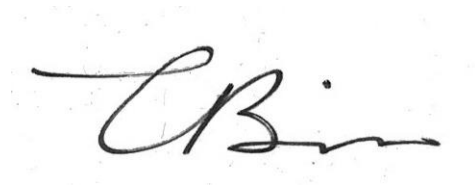
This challenging Planning Landscape shapes and provides the framework for focusing on the Civic Square/Culture Centre Concept as MPL’s preferred option.

- This has emerged as a Big Move for the MCSPU that appears to have some traction and consensus at Council and with the public. (Landowner interest is minimal.)
- It appears to be understood that a civic square that includes anchor civic uses would be a means of creating “buzz” and drawing people to Markham Centre.

## AGENDA 10.1

- Culture and Recreation are willing partners in working with MPL in developing this Concept.
- Generally, combining forces, with support and coordination through the Commissioner's office, is recommended.

It is understood that the road to a Central Library will be a long game. There are several pathways forward that will be vigorously pursued by staff. However, the support and advocacy of the Library Board will also be critical at every phase, including potential fundraising down the road.

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

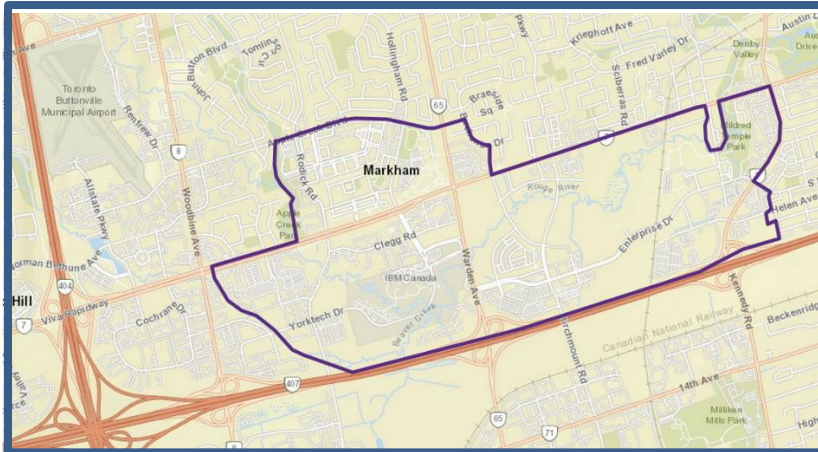
Catherine Biss  
CEO & Secretary-Treasurer

APPENDIX A: Demographic Analysis of Downtown Markham  
APPENDIX B: Facts and Figures.

## APPENDIX A: Demographic Analysis of Downtown Markham

A recent analysis of demographic data for the Markham Centre area has gleaned some useful insights in terms of the interests, lifestyle and demographic composition of the community. This data will be invaluable as we plan for future library services within Markham Centre.

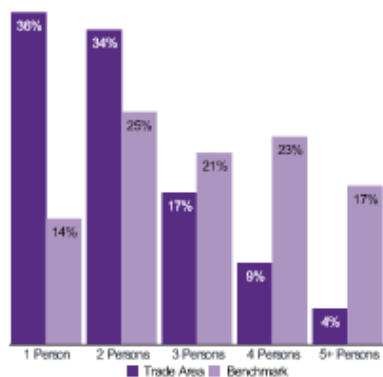
### Boundaries for Markham Centre



### Population and Households

Recent data puts the population of Markham Centre at **13,614**. Within the area, there are **6,669** households. In terms of household size, 36% are 1-person households, 34% are two person households, 17% of three person households, 9% are four person households and 4% are households with 5+ people. As illustrated by the graph below, household sizes look quite different in Markham Centre than in other parts of the city. In Markham Centre, household size is considerably smaller with **70%** of households consisting of **2 persons or less**. This is not surprising given the number of people living in high rise condos within less square footage. It should be noted that the population of Markham Centre is projected to grow to approximately 100,000 most of whom will be living in condo dwellings. With that said, residents of Markham Centre will be looking to spend time outside of their homes to work, study and engage in leisure activities.

HOUSEHOLD SIZE

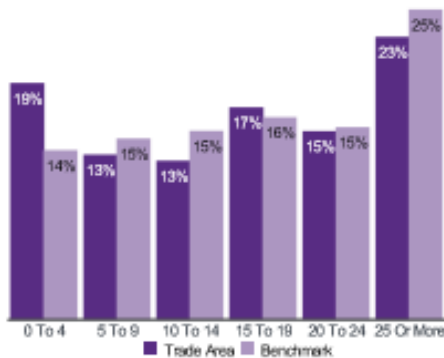


### Population by Age

Data shows that there are more young people living in Markham Centre than in other areas of Markham. In Markham Centre, **63.65%** of the population is **under 55 years**; when looking at Markham overall, the percentage of people under 55 drops to 51.28%. The **largest population** in Markham Centre is the age

group between **25-34 years** while the largest population by age group in Markham as a whole is **55-64 years**. In Markham Centre the percentage of households with children at home is **36.24%**. This is lower than in the City of Markham as a whole (59.96%). The analysis of the ages of children at home can be found in the graph below. The breakdown of the ages of children in Markham Centre is consistent with other areas of Markham (within 2%), with the exception being that Markham Centre has a **higher percentage** of children **under 5 years of age**. With more very young children in the home, parents and caregivers will be looking for opportunities to build social connections and engage in activities outside of the home.

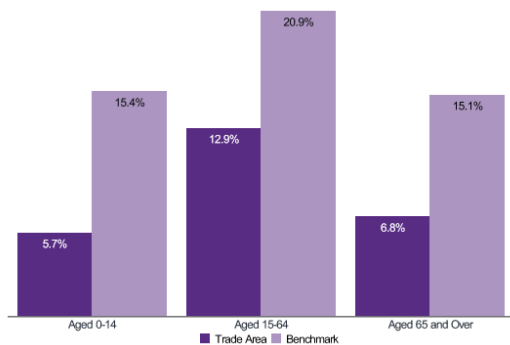
**AGE OF CHILDREN AT HOME**



## Daytime Population

The population of Markham Centre increases to **27,128** during the day. Of those, **74.6%** are at work while **25.4%** are at home. This indicates that there is a considerable number of people living outside of Markham Centre that flock to the area for work. As illustrated by the graph below, there are considerably less people at home during the day in Markham Centre than in other parts of Markham. The graph below also indicates the ages of those at home in the daytime.

**DAYTIME POPULATION AT HOME**



## Housing and Transport

In Markham Centre, **60.7%** of residents **own** their home while **39.3%** are **renting**. In terms of the structure type, the vast majority (**79.3%**) live in **apartment buildings**. The remaining **20.7%** live in **houses**. The primary method of travel to work for residents of Markham Centre is as follows:





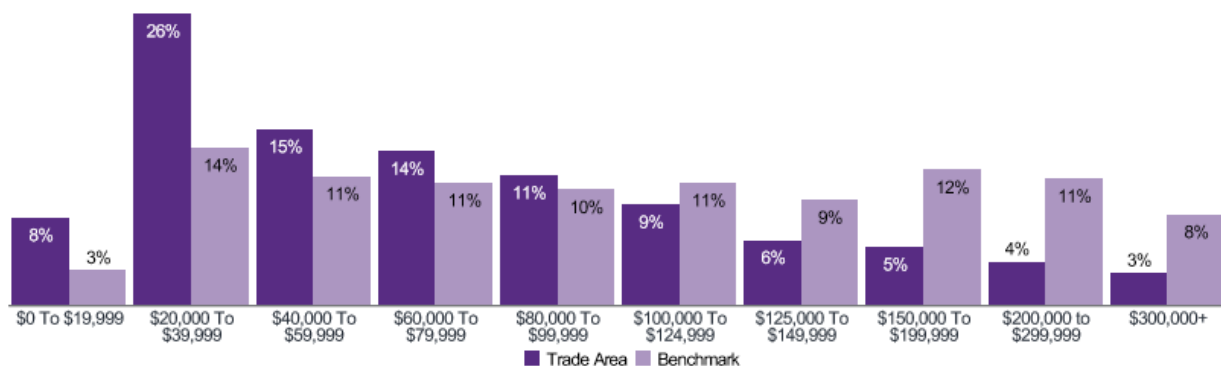
## Education, Employment

The data indicates that Markham Centre residents are generally well-educated. Within Markham Centre, the percentage of residents with a **university degree** is **43.1%**, which is 4.5% higher than what is reflected in rest of the city. Additionally, **62.3%** of residents 15+ are **employed**. The top five occupations include Sales and Service (13.5%), Business and Finance (13.3%), Sciences (9.5%), Management (8.5%), and finally, Social Science, Education and Government (5.5%). This breakdown is closely aligned with the top five occupations in the city overall. Residents may look for opportunities to continually upgrade their skills at post-secondary institutions or through online learning platforms offered by MPL or elsewhere. They may also look for mentorship opportunities and opportunities to learn beyond the classroom.

## Household Income

In Markham Centre, the **average household income** is **\$82,229** which is significantly lower than the city average (\$131,360). The graph below outlines the distribution of household incomes for the area. In comparison to the City overall, Markham Centre has a significantly higher percentage of households earning **less than \$60K** per year (49% vs 28%), with the most noticeable difference being in the \$20K to \$39,999 income bracket. On the other end of the income spectrum, only **27%** of households in Markham Centre **earn more than \$100K** per year, versus 51% in other areas. This could be the result of a higher number of students residing in the area who may only be employed part-time or not at all. These students may be living on their own and receiving financial support from family members living elsewhere. With the arrival of York University, the number of students in the Markham Centre area is sure to increase. Another factor that could play a part in this is the high number of young people living in the area, some of whom would be in the earlier stages of their career and yet to reach their full earning potential.

HOUSEHOLD INCOME DISTRIBUTION



## Diversity

Markham Centre is a very diverse community, with **92.4%** of residents belonging to a **visible minority** group. Of those, **74.2%** identify as **Chinese**. This is significantly higher compared to the city as a whole where 48.96% identify as Chinese. In addition, **67.2%** of the population in Markham Centre was born outside of Canada. Amongst the residents, **75.5%** are **first generation Canadians**; this is higher than in other areas of Markham (62.3%). The languages spoken most at home are **Cantonese, Mandarin,**

**Chinese N.O.S** (see chart below). In addition, **13.1%** have no knowledge of English or French. This is slightly higher than in the rest of Markham, where 10.5% speak neither English nor French.

## LANGUAGES SPOKEN MOST AT HOME - TOP 5 NON-OFFICIAL \*

	%	Base Count	Base %	Index
Cantonese	28.3	63,283	17.7	160
Mandarin	20.9	41,264	11.6	181
Chinese N.O.S	1.5	3,581	1.0	152
Persian	0.9	5,836	1.6	54
Korean	0.5	2,525	0.7	74

## VISIBLE MINORITY STATUS - TOP 5\*

	%	Base Count	Base %	Index
Chinese	74.2	174,877	49.0	151
South Asian	7.3	66,030	18.5	40
Black	2.1	10,252	2.9	74
Arab	1.5	3,615	1.0	152
Korean	1.3	4,618	1.3	103

This data will be useful as we look to develop opening day collections at branches within Markham Centre. Collections and programs will need to reflect the high percentage of Chinese speakers. This data will also be useful to develop services, partnerships and programs that meet community needs.

## Behaviour

Analysis of the activities of Markham Centre residents provides some insights into the interests and habits of the community. This information will be useful as we strive to develop collections, programs and services that meet community needs and interests.

### Internet Use:

Overall, Markham Centre residents are moderate internet users, with **61.22%** indicating that they are online for **4 hours or less per day**. The type of websites most heavily visited include:

1. Food/Recipes (79.46%)
2. Health (78.64%)
3. Finance (71.91%)
4. Travel (61.3%)
5. Investments (58.64%)

### Online shopping:

Recent data indicates that in a standard month, **64.7%** of residents engage in online shopping, with the most heavily used websites being **Amazon** (71%), **Walmart** (19.3%), **Chapters** (17.6%) and **Canadian Tire** (14%). The most common online purchases include:

1. Electronics (48.78%)
2. Footwear (34.29%)
3. Cosmetics (31.47%)
4. Concert Tickets (27.24%)
5. Furniture/Home Accessories (25.41%)

### Media Consumption:

Markham Centre residents are medium to light viewers of television content. The most watched content includes science fiction shows, business news, nature shows, comedy and adult animated series.

Markham Centre residents are light readers of print newspapers. As for accessing newspapers in digital

form, there is almost an even split between accessing content through computers (32.8%) and smartphones (30.45%). The content read most frequently includes local news, world, news, provincial or national news, business and finance, and puzzle or games.

### **Conclusion**

The behaviour, demographics and interests of the Markham Centre community will inform the design of future community consultations regarding library services and a central library.

Continual monitoring of these factors will be vital as we plan future library services within Markham Centre. This will offer insights into how MPL can serve the unique needs and interests of this community.

## APPENDIX B: FACTS AND FIGURES

The 2019 **Integrated Leisure Master Plan** includes the following recommendation:

99. Prioritize the establishment of a library branch (up to 20,000 ft<sup>2</sup>) to serve the growing Markham Centre community. The delivery of library space is to be phased in with population growth. This branch may form part of a mixed-use development; partnership and non-traditional development approaches should be considered.

The **2017 Development Charges Background Study** identifies a funding amount of **\$15,513,510** (DC Eligible Cost) for a **20,000 sq. ft.** public library in Markham Centre in **2021**.

Library Building	\$ 9,655,726
Library Land	\$ 1,423,350
Library Furniture & Equipment	\$ 1,443,391
Library Collection Materials	\$ 2,991,043
<b>TOTAL</b>	<b>\$ 15,513,510</b>