

# AGENDA 1.0

## MARKHAM PUBLIC LIBRARY BOARD

### REGULAR MEETING

**Notice of Meeting to be held on Monday, November 22, 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 October 25, 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:

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

**4.0 Annual Monthly Policy Review**

- 4.1 Policy Governance wording review reminder for January

**5.0 Internal Monitoring Reports:**

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

- 5.1 Executive Limitation: EL-1 General Executive Constraint (R. Chan/ M. Sawh)
- 5.2 Executive Limitation: EL-2a Customer Treatment (I. Awan/A. Cecchetto)

**6.0 Ends**

**7.0 Governance:**

- 7.1 OLBA Update (Ben Hendriks)

**8.0 Ownership Linkage:**

- 8.1 Input from Board Members

**9.0 Board Advocacy:**

- 9.1 December 2021 & January 2022 Library Programs (D. Macklin)
- 9.2 Working Group Presentation to Council Report (D. Walker)

## AGENDA 1.0

- 10.0 **Education:**
- 10.1 E-Content and Fair Pricing for Libraries (M. Sawh)
- 10.2 OLA Super Conference 2022 (Virtual) February 1-5, 2022  
Gather/ Se rassembler
  
- 11.0 **Incidental Information:**
- 11.1 Board Meeting Dates 2022
  
- 12.0 **New Business**
  
- 13.0 **Board Evaluation**  
None in November.
  
- 14.0 **In Camera Agenda:**  
(None)
  
- 15.0 **Adjournment**

**NEXT MEETING:**      **Monday, January 24, 2022 7:00 p.m.**  
                                 **Virtual Meeting**

## AGENDA 2.2

TO: Markham Public Library Board

FROM: Catherine Biss, CEO& Secretary-Treasurer

PREPARED BY: Susan Price, Board Secretary

DATE OF MEETING: November 22, 2021

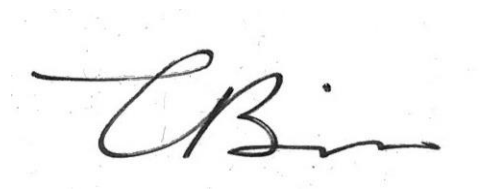
SUBJECT: **CONSENT AGENDA**

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### RECOMMENDATION:

That the Consent Agenda comprising of Agenda 2.2 to 2.4 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:

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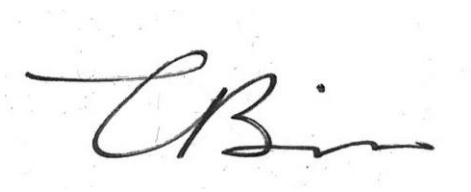
Catherine Biss  
CEO & Secretary-Treasurer

### 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 October 20, 2021 to November 16, 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

November 16, 2021  
Date



## AGENDA 4.1

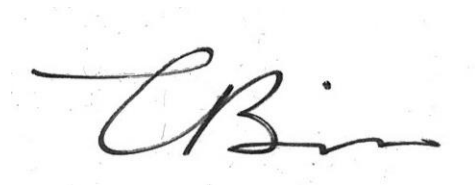
TO: Markham Public Library Board  
FROM: Catherine Biss, CEO & Secretary-Treasurer  
PREPARED BY: Catherine Biss, CEO & Secretary-Treasurer  
DATE OF MEETING: November 22, 2021  
SUBJECT: **Policy Governance Wording Review**

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### RECOMMENDATION:

**That all the policies under the Governance Process and Board-CEO Linkage sections of the Governance Policies and EL Policies be reviewed and that proposed amendments be presented to the Board at its regular meeting in January 2022 as required.**

Attached are the latest Governance Process (GP), Board-CEO Linkage (BCL) and Executive Limitations (EL) policies for your review.

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

Catherine Biss  
CEO & Secretary-Treasurer

Appendix A: GP, BCL and EL Policies

## Markham Public Library Board Policy Governance

**Developed: February 22, March 22, and April 14, 2003**

**Previous revision dates: April 27, 2009, June 22, 2009, October 26, 2009, May 31, 2010,  
May 30, 2011, December 12, 2011, January 23, 2012, February 27, 2012, September 24, 2012,  
January 28, 2013, May 27, 2013, September 4, 2013, January 23, 2017, January 22, 2018,  
December 17, 2018, February 25, 2019, January 27, 2020, October 26, 2020**

**Last revision date: January 25, 2021**

### Table of Contents

POLICY TYPE	POLICY NO.	POLICY TITLE
<b>ENDS</b>	E-1	Global Ends Policy
<b>GOVERNANCE PROCESS</b>	GP-1	Global Governance Commitment
	GP-2a	Governing Style
	GP-2b	Board Job Description
	GP-2c	Chair's Role
	GP-2d	Board Committee Principles
	GP-2e	Committee Structure
	GP-2f	Agenda Planning
	GP-2g	Board Members' Code of Conduct
	GP-2h	Cost of Governance
	GP-2i	Ends Policy Review Procedure
	GP-2j	Board Member Expenses
	GP-2k	Risk Management
<b>BOARD-CEO LINKAGE</b>	BCL-1	Global Governance-Management Connection
	BCL-2a	Unity of Control
	BCL-2b	Accountability of the CEO
	BCL-2c	Delegation to the CEO
	BCL-2d	Monitoring Executive Performance
	BCL-2e	Chief Executive Officer Performance Review
<b>EXECUTIVE LIMITATIONS</b>	EL-1	General Executive Constraint
	EL-2a	Customer Treatment
	EL-2b	Staff Treatment
	EL-2c	Budgeting/Forecasting
	EL-2d	Financial Condition
	EL-2e	Asset Protection
	EL-2f	Protection of Services
	EL-2g	Emergency Executive Succession
	EL-2h	Community Relations
	EL-2i	Compensation and Benefits
	EL-2j	Communication and Counsel to the Board

<b>Policy Type:</b>	<b>Ends Policy</b>
<b>Policy Number:</b>	<b>E-1</b> <span style="float: right;"><b>Page 1 of 1</b></span>
<b>Policy Title:</b>	<b>Global Ends Policy</b>
<b>Revision Dates:</b>	<b>October 25, 2004, June 26, 2006, May 28, 2007, June 23, 2008, May 31, 2010, May 30, 2011, September 24, 2012</b>

**Level 1:**

Markham Public Library (MPL) exists so that people who live, work, or study in Markham enjoy an enhanced quality of life at a level that justifies the funds invested.

**Level 2:**

- 2.1 Individuals and families are readers, lifelong learners, and have a gathering space.
- 2.2 The community is enriched and strengthened.

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-1</b> <b>Page 1 of 1</b>
<b>Policy Title:</b>	<b>Global Governance Commitment</b>
<b>Revision Dates:</b>	<b>September 24, 2012</b>

The purpose of the Board is to:

1. Represent the interests of moral ownership of the people who live and work in Markham (the "community"). The Board will proactively pursue community input, not waiting to be initiated by the community.
2. Determine the benefits that the organization will provide, keeping a long term, strategic perspective (the Ends Policies).
3. Ensure that the operating organization accomplishes what it should (described in the Ends Policies) in ways that the Board determines are acceptable (described in the Executive Limitations Policies).

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2a</b> <span style="float: right;"><b>Page 1 of 1</b></span>
<b>Policy Title:</b>	<b>Governing Style</b>
<b>Revision Dates:</b>	<b>June 30, 2003</b>

The Board will govern lawfully with an emphasis on:

- A. Outward vision, rather than internal preoccupation
- B. Diversity in viewpoints
- C. Strategic leadership, rather than administrative detail
- D. Clear distinction of Board and chief executive roles
- E. Collective rather than individual decisions
- F. Future orientation
- G. Proactivity, rather than reactivity
- H. Inclusiveness to reflect the community.

Accordingly, the Board will:

1. Commit to understand the needs of the community.
2. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values.
3. Allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
4. Direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided.
5. Enforce upon it whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe them while in force.
6. Ensure the continuance of governance capability through continual Board development, such as orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
7. Monitor and discuss the Board's process and performance regularly. At each meeting, complete a meeting process analysis. Annually, complete a formal comparison of Board activity and discipline to policies in the Governance Process and Board-CEO Linkage categories.

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2b</b> <span style="float: right;"><b>Page 1 of 1</b></span>
<b>Policy Title:</b>	<b>Board Job Description</b>
<b>Revision Dates:</b>	<b>May 16, 2003, June 26, 2006, September 24, 2012</b>

The job of the Board is to serve as an informed agent of the community, representing the community in determining and requiring appropriate organizational performance. To distinguish the Board's own unique job from the jobs of staff, the Board's job products will be the following:

1. The link between the community and Markham Public Library:  
This includes relationships with municipal council and the community outside of the Library, for the purpose of achieving the Board's governance commitment.
  - a) Board members must be outreach agents to the community at the governance level of organizations in the community. The Board should create an annual plan. There are three aspects to outreach or linkage with the community.
    - i) The first is listening to the community in order to understand their needs and values. The Board's job is to listen to the interests of the community, not their customer issues.
    - ii) The second is educating the community about the way that the Board governs the organization.
    - iii) The third is building relationships within the community, so that listening and educating can take place easier.
2. Written governing policies that address the broadest levels of all organizational decisions and situations:
  - a) *Ends*: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for what people at what cost).
  - b) *Governance Process*: Specification of how the Board conceives, carries out and monitors its own task.
  - c) *Board-CEO Linkage*: How power is delegated and its proper use monitored; the CEO's role, authority, and accountability.
  - d) *Executive Limitations*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
3. Assurance of successful organizational performance, including Board performance and CEO performance.

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2c</b> <span style="float: right;"><b>Page 1 of 1</b></span>
<b>Policy Title:</b>	<b>Chair's Role</b>
<b>Revision Dates:</b>	<b>June 30, 2003, April 25, 2005, February 27, 2012, September 24, 2012</b>

The Chair ensures the integrity of the Board's process and represents the Board to outside parties.

1. The expected result of the Chair's job is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.
  - a) The Chair is responsible for preparing agendas and ensures an annual Board agenda is used for Board meetings according to Board policy. The Chair may consult with the Vice Chair, CEO, or other Board members as appropriate.
  - b) The Chair is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
    - i) Meeting discussion content will be on those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
    - ii) The Chair will ensure that the focus of the Board's discussion is on monitoring and decision making.
    - iii) Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Chair consists in making decisions that fall within the topics covered by Board policies on Governance Process and Board-CEO Linkage, with the exception of employment or termination of a CEO, and where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
  - a) The Chair has no authority to make decisions about policies created by the Board within the Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the CEO.
  - b) The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her.
  - c) The Chair may delegate this authority but remains accountable for its use.
  - d) The Chair may be required to maintain a file of confidential materials as needed and pass those materials on to the subsequent Board Chair.

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2d</b> <span style="float: right;"><b>Page 1 of 1</b></span>
<b>Policy Title:</b>	<b>Board Committee Principles</b>
<b>Revision Dates:</b>	<b>May 16, 2003, December 8, 2003, April 25, 2005, June 22, 2009, September 24, 2012</b>

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to CEO.

1. Committees will be used sparingly, only when other methods have been deemed inadequate.
2. Board committees are to help the Board do its jobs, not to help the staff do their jobs. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have dealings with the current staff with the exception of the Committee Secretary.
3. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.
4. Board committees cannot exercise authority over staff. The CEO has sole responsibility to exercise authority over staff.
5. This policy applies to any group that is formed by Board action, whether or not it is called a committee, and regardless whether the group includes Board members. It does not apply to staff committees formed under the authority of the CEO.
6. Committees will be selected by members of the Board at Board meetings.
7. Committee members accept committee appointments with the understanding that meeting attendance and timely responses to deadlines are expected.
8. All Board members shall receive committee correspondence including meeting notices, agenda, etc. All Board members are welcome to attend committee meetings. Only committee members may move and second motions and vote in committee meetings. All Board members may participate in discussion of matters before the committees.
9. The CEO or staff designate shall attend committee meetings and act as Committee Secretary, unless otherwise instructed by the Board at the time the committee is struck.
10. All committee communications should be copied to the Board Secretary.
11. The initial responsibilities of each committee shall be to:
  - a) review Policy GP-2d Board Committee Principles,
  - b) select a Chair and a Secretary,
  - c) set a timetable (with response deadlines) that will be forwarded to the Board Secretary who will in turn forward it to all Board members.



<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2e</b> <b>Page 1 of 1</b>
<b>Policy Title:</b>	<b>Committee Structure</b>
<b>Revision Dates:</b>	<b>September 24, 2012</b>

A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

1. Sample Committee

- a) Products:  
[description of the products of the committee that will help the Board accomplish one of its jobs – see GP-2b]
- b) Authority: To incur costs of no more than \$XX direct charges and no more than X hours of staff time.
- c) Composition: Membership shall be ...

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2f</b> <span style="float: right;"><b>Page 1 of 2</b></span>
<b>Policy Title:</b>	<b>Agenda Planning</b>
<b>Revision Dates:</b>	<b>June 30, 2003, September 13, 2003, February 2, 2004, April 25, 2005, October 24, 2005, November 28, 2005, December 19, 2005, February 27, 2006, September 24, 2012, February 25, 2019</b>

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda which completes a re-exploration of Ends policies annually, and continually improves its performance through Board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.
2. The cycle will start with the Board's development of its agenda for the next year. Outreach initiatives will be determined in September.
  - a) Consultations with selected groups in the community, or other methods of gaining community input, will be determined and held during the balance of the year.
  - b) Governance education and education related to Ends determination (e.g. presentations by futurists, demographers, advocacy groups, and staff) will be arranged by September, to be held during the balance of the year.
  - c) Review of organizational compliance with Executive Limitations policies will be completed throughout the year.
  - d) Review of Board compliance with Governance Process and Board-CEO Linkage policies will be undertaken throughout the year.
3. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
4. CEO monitoring will be on the agenda if reports have been received since the previous meeting, if plans must be made for direct inspection monitoring, or if arrangement for third-party monitoring must be prepared.

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<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2f</b> <span style="float: right;"><b>Page 2 of 2</b></span>
<b>Policy Title:</b>	<b>Agenda Planning</b>
<b>Revision Dates:</b>	<b>June 30, 2003, September 13, 2003, February 2, 2004, April 25, 2005, October 24, 2005, November 28, 2005, December 19, 2005, February 27, 2006, September 24, 2012, February 25, 2019</b>

**MONITORING GRID FOR BOARD INITIATIVES**

<b>BOARD PLANNING YEAR</b>		
<b>ACTION</b>	<b>FREQUENCY</b>	<b>DATE</b>
Amend Ends Policies, if necessary	Annually or as needed	January
Review Executive Limitations Policies	Annually	January
Review Governance Process and Board-CEO Linkage Policies	Annually	January
Board/Committee of the Whole meets about audit	Annually	As needed
Determine Board's Costs of Governance for upcoming year (developmental and training needs, audit and other third-party monitoring, surveys, focus groups, opinion analyses, and meeting costs)	Annually	To be decided
Succession Planning (information kit to applicant and new Council)	Election year	September
CEO performance review and remuneration determination	Annually	March
Monitor, assess, and discuss Board's process, performance, and educational needs	Annually	As per schedule
Set agenda for ensuing one-year period	Annually	January

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2g</b> <span style="float: right;"><b>Page 1 of 1</b></span>
<b>Policy Title:</b>	<b>Board Members' Code of Conduct</b>
<b>Revision Dates:</b>	<b>June 30, 2003, February 23, 2004, June 26, 2006, September 24, 2012</b>

The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

1. Board members must be loyal to the interests of the community that the Board serves. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards, organizations or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of the organization's services.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility, by adhering to relevant legislation including but not limited to the *Municipal Conflict of Interest Act*, and the *Public Library Act*.
  - a) There will be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
  - b) Board members will not use their positions to obtain employment in the organization for themselves, family members or close associates.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
  - a) Board members' interaction with the CEO or with staff must recognize the lack of authority in any individual Board member or group of Board members except as noted above.
  - b) Board members' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board, with the exception of the Chair or designate.
  - c) Board members will make no judgments of the CEO or staff performance except as that performance is assessed against explicit Board policies or by the official process.
4. Board members will respect the confidentiality appropriate to issues of a sensitive nature, including but not limited to all personnel issues, certain financial and certain legal and property issues.
5. Board members will be responsible for governing with excellence. Such responsibility will include:
  - a) Attendance
  - b) Informed preparation for Board deliberations
  - c) Speaking with one voice on a matter arising from a Board decision
  - d) Policy making principles
  - e) Respect of roles
  - f) Rules of order

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2h</b> <span style="float: right;"><b>Page 1 of 1</b></span>
<b>Policy Title:</b>	<b>Cost of Governance</b>
<b>Revision Dates:</b>	<b>May 15, 2003, June 30, 2003, September 13, 2003, February 2, 2004, June 26, 2006, May 26, 2008, September 24, 2012</b>

The Board recognizes the importance of its governance job and commits to investing resources towards governing with excellence.

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
  - a) The CEO is expected to provide for the Board's Governance Process in such a manner as she determines in the best interests of the Board and the Markham Public Library.
3. The Board has determined that the following processes, in the hierarchy of priorities noted, will ensure that it governs with excellence.
  - a) Training will be used liberally to orient new members, and retraining, including attendance at conferences and workshops, to maintain and increase existing Board member skills and understandings;
  - b) Membership in relevant library organizations for the Board and members;
  - c) Outside audit and other third party monitoring assistance of organizational performance will be arranged so that the Board can exercise confident control over its organizational performance;
  - d) Meeting and other Board administrative costs;
  - e) Board and staff events that support and improve the relationships of the members of the Board and recognize the Board's appreciation and link with the staff of the Markham Public Library;
  - f) Community linkage, including surveys, focus groups, opinions analyses, and other outreach tools and activities will be used as needed to ensure the Board's awareness of owner viewpoints and values.
4. The Board may by motion determine additional processes to improve or support its governance processes. The Board will establish its cost of governance budget for the next fiscal year during the month of September.

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2i</b> <b>Page 1 of 1</b>
<b>Policy Title:</b>	<b>Ends Policy Review Procedure</b>
<b>Revision Dates:</b>	<b>November 28, 2005, September 24, 2012, February 25, 2019</b>

The Ends Policy Review Procedures enables Board members to gather information and ideas regarding Ends throughout the year, get staff feedback on that information and then review the information annually to set Ends priorities.

Throughout the year, Board members contact the Chair and Board Secretary with Ends amendment ideas. Suggestions for amendments will be noted throughout the year. All Policy Governance documents will be included in the December Board package. The Chair will advise the Board to review the documents and bring forward any suggestions prior to the January meeting.

The CEO will review the suggestions or amendments and provide the Board with relative costs or implications to those suggestions at the January meeting.

All of this information will be assembled and put into the January Board package. Board members can then prepare for the meeting by commenting on each of the proposed amendments.

At the January Board meeting the amendments will be discussed and voted on to complete the Ends Policy review.

	<b>Type</b>	<b>Frequency</b>	<b>Date</b>
Review	Ends	Once a year	January

<b>Policy Type:</b>	<b>Governance Process</b>	
<b>Policy Number:</b>	<b>GP-2j</b>	<b>Page 1 of 1</b>
<b>Policy Title:</b>	<b>Board Member Expenses</b>	
<b>Revision Dates:</b>	<b>September 24, 2012, October 26,2020</b>	

Board members will be appropriately reimbursed for their expenses as follows:

1. Board members shall receive an honorarium of \$200 per year to compensate them for expenses incurred as a Board member, or the amount equal to the months served in the year, and the CEO is authorized to approve the expenses. The Board Chair shall receive an honorarium of \$300 per year to compensate for expenses incurred in the position, and the CEO is authorized to approve the expenses.
2. Board members may be reimbursed for any out-of-pocket expenses associated with their duties as Board members, including conferences, training, and other expenses as authorized by the Board Chair.
3. When attending approved out of town conferences, Board members will be reimbursed according to the current City of Markham Business Expense and Conference Policy.
5. Board members may be reimbursed for mileage and associated expenses (i.e. parking, toll charges) in accordance with the Library's policy on travel expenses to attend Board activities outside the jurisdiction of Markham as authorized by the Board Chair.

<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2k</b> <b>Page 1 of 2</b>
<b>Policy Title:</b>	<b>Risk Management</b>
<b>Revision Dates:</b>	<b>December 17,2018</b>

## PURPOSE

This policy outlines the library's policy on how risk is identified, assessed, treated and reported in the organization under the MPL Enterprise Risk Management Program.

## PRINCIPLES

MPL's ERM is developed based on three principles:

- *Integration:* the MPL ERM focuses on enhancing strategic decision making and business planning across the whole organization, holding in balance the objectives of its multiple business units. The objective of the ERM is therefore to enhance integration of organizational strategies by managing risk holistically.
- *Sustainability:* The MPL ERM is developed in the context of the library's overall mission, strategic priorities and operational constraints. The ERM will be implemented in the context of the library's existing strategy and business planning processes; moreover it will be embedded as part of the library's organizational culture and overall way of working.
- *Impact:* the MPL ERM is designed to support innovation and operational excellence. It does this by not only providing a framework for controlling negative risk, but for optimizing positive risk. The MPL ERM will support appropriate risk appetite in order for MPL to pursue its mandate of innovation.

## OBJECTIVES

The objectives of the MPL ERM are:

- To clarify MPL's threshold for tolerable uncertainty so that staff and stakeholders understand that events that fall within this threshold can be accommodated according to the risk management plan.
- To ensure ongoing legal and regulatory compliance and identify any threats to this compliance.
- To enhance business continuity and innovation by applying a risk framework.
- To deepen social responsibility by anticipating threats and opportunities vis-à-vis the library's role in the community.
- To safeguard our commitment as stewards of taxpayers' funds and enhance stakeholder confidence in our fiscal management processes.
- To enhance integration of our strategic planning processes and to collaboratively manage trades-off amongst goals.



<b>Policy Type:</b>	<b>Governance Process</b>
<b>Policy Number:</b>	<b>GP-2k</b> <b>Page 2 of 2</b>
<b>Policy Title:</b>	<b>Risk Management</b>
<b>Revision Dates:</b>	<b>December 17,2018</b>

## RESPONSIBILITIES

The ownership of the library's ERM program resides with the Board, and will be implemented under the direction of the CEO.

### *MPL Board:*

- Review and approve the Governance Process GP-2K Risk Management
- Receive reports on the implementation of the ERM Program, and risk reports via the Risk Register in the CEO's report on a semi-annual basis.
- Review and approve MPL's Risk Appetite Statement.

### *CEO:*

- Ensure that procedures, processes, and resources are in place to effect this Policy.
- Direct the preparation of the Risk Register for identifying and addressing organizational risks.
- Prepare semi-annual reports to the Board, highlighting significant risks and documenting risk treatment strategies.

<b>Action</b>	<b>Type</b>	<b>Frequency</b>	<b>Date</b>
Review	Risk Management	Twice a year by staff	March, September

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-1</b> <b>Page 1 of 1</b>
<b>Policy Title:</b>	<b>Global Governance-Management Connection</b>
<b>Revision Dates:</b>	<b>September 24, 2012</b>

The Board's sole official connection to the operational organization, its achievement, and conduct will be through a CEO, whose sole accountability is to the Markham Public Library Board.

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2a</b> <b>Page 1 of 1</b>
<b>Policy Title:</b>	<b>Unity of Control</b>
<b>Revision Dates:</b>	

Only decisions of the Board acting as a body are binding on the CEO.

1. Decisions or instructions of individual Board members, officers or committees are not binding on the CEO except in rare circumstances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds, or are disruptive.

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2b</b> <b>Page 1 of 1</b>
<b>Policy Title:</b>	<b>Accountability of the CEO</b>
<b>Revision Dates:</b>	<b>May 17, 2004, May 30, 2005, September 24, 2012</b>

The CEO is the Board's only link to operational achievement and conduct, so that authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the CEO.

1. The Board will not give instructions to persons who report directly or indirectly to the CEO.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the CEO.
3. The CEO shall be accountable only to the Board.

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>	
<b>Policy Number:</b>	<b>BCL-2c</b>	<b>Page 1 of 1</b>
<b>Policy Title:</b>	<b>Delegation to the CEO</b>	
<b>Revision Dates:</b>	<b>December 12, 2011, September 24, 2012</b>	

The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

1. The Board will develop policies instructing the CEO to achieve certain results. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Ends policies. All issues that are not ends issues as defined here are means issues. Ends policies answer the following 3 questions about what the organization will produce: "What Good? For Whom? And At What Cost?"
2. The Board will develop policies that will limit the latitude the chief executive may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels and they will be called Executive Limitations Policies. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board even if they were to be effective. The Board will never prescribe organizational means delegated to the CEO. Therefore, all means are considered pre-approved by the Board unless explicitly prohibited in the Executive Limitations Policies.
3. As long as the CEO uses any reasonable interpretation of the Board's Ends and Executive Limitations Policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board.
4. The Board may change its Ends and Executive Limitations Policies, thereby shifting the boundary between Board and CEO domains. By so doing, the Board changes the latitude of choices given to the CEO. But as long as any particular delegation is in place, the Board and its members will respect and support the CEO's choices.
5. The highest level policy in any category is not necessarily limited to the sum of the subsidiary levels of that policy.
  - a) Below the global (highest) level, the aggregate of limitations on any given level may embrace the scope of the foregoing level, but only if justified by the CEO to the Board's satisfaction.

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2d</b> <span style="float: right;"><b>Page 1 of 2</b></span>
<b>Policy Title:</b>	<b>Monitoring Executive Performance</b>
<b>Revision Dates:</b>	<b>May 16, 2003, June 17, 2003, June 30, 2003, May 30, 2005, June 26, 2006, May 28, 2007, January 23, 2012, September 24, 2012, January 23, 2017, January 25, 2021</b>

Systematic and rigorous monitoring of CEO job performance will be solely against the expected job outputs: organizational accomplishments of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations, and avoidance of Board prescribed means.

1. Monitoring is simply to determine the degree to which Board policies are being met. Data that do not assist in doing so will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of four methods:
  - a) Internal report, in which the CEO discloses compliance information to the Board;
  - b) External report, in which a disinterested, external third party selected by the Board, assesses compliance with Board policies;
  - c) Direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria;
  - d) Confidential report: Internal or external report deemed to be confidential according to the *Public Libraries Act*.
3. In every case, the Board will judge:
  - a) the reasonableness of the CEO's interpretation, and
  - b) whether data demonstrates accomplishment of the interpretation (regarding Ends) or compliance with the interpretation (regarding Executive Limitations).
4. The standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favoured by Board members or by the Board as a whole.
5. All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any of the above methods, but will ordinarily depend on a routine schedule.
6. The Board will conduct a yearly formal evaluation of the CEO based on the previous year's monitoring reports for the Executive Limitations Policies and Ends Policies. By monitoring compliance with the Executive Limitations and achievement of the Ends Policies according to the established schedule, the Board will have evaluated the CEO's performance.

(over)

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2d</b> <span style="float: right;"><b>Page 2 of 2</b></span>
<b>Policy Title:</b>	<b>Monitoring Executive Performance</b>
<b>Revision Dates:</b>	<b>May 16, 2003, June 17, 2003, June 30, 2003, May 30, 2005, June 26, 2006, May 28, 2007, January 23, 2012, September 24, 2012, January 23, 2017, January 25, 2021</b>

**EXECUTIVE LIMITATIONS AND ENDS POLICY MONITORING GRID**

<b>No.</b>	<b>Executive Limitations Policy</b>	<b>Method</b>	<b>Frequency</b>	<b>Date</b>
EL-1	General Executive Constraint	Internal	Annually	November
EL-2a	Customer Treatment	Internal	Annually (include survey bi-annually)	November
EL-2b	Staff Treatment	Internal	Annually	October
EL-2c	Budgeting/Forecasting	Internal	Twice yearly	*May October
EL-2d	Financial Condition	Internal	Thrice yearly	*March, May, September
EL-2e	Asset Protection	Internal	Annually and as needed	April
EL-2f	Protection of Services	Internal	Annually	January
EL-2g	Emergency Executive Succession	Internal	Annually and as needed	March
EL-2h	Community Relations	Internal	Annually and as needed	June
EL-2i	Compensation and Benefits	Internal	Annually (monitoring report to include comparative grid)	June
EL-2j	Communication and Counsel to the Board	Internal	Thrice yearly	March, June, October

\* Some adjustments may be required during election years.

<b>Ends Policy</b>	<b>Method</b>	<b>Frequency</b>	<b>Date</b>
Annual Ends Report of Library Achievements	Internal	Annual	January
Board Statistical Report	Internal	Quarterly	January, April, June, September,
Strategic Plan Update	Internal	Quarterly	January, April, June, September

<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2e</b> <span style="float: right;"><b>Page 1 of 5</b></span>
<b>Policy Title:</b>	<b>Chief Executive Officer Performance Review</b>
<b>Revision Dates:</b>	<b>April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021</b>

The Chief Executive Officer's performance review is conducted subject to the Board's policies. The review is conducted annually at the March Board meeting. It is undertaken by the Board as a whole in two In Camera sessions, with the CEO participating in the second of the two.

The Board's policies provide that the CEO's performance be considered to be synonymous with monitoring organizational performance against achievement of Board policies on Ends and compliance with Executive Limitations. Therefore, the CEO evaluation considers only data derived from monitoring these policies during the previous year.

The purpose of the CEO's evaluation is to summarize the actions previously taken by the Board as it monitored Ends and Executive Limitations Policies during the year, and to draw conclusions on the basis of that on-going monitoring process, relative to organizational performance and, consequently, the CEO's performance.

The procedure for completing the review is as follows:

1. Throughout the year all Board members review and understand all monitoring reports. Every time that a monitoring report is presented to the Board, a record of the Board's decision with respect to that monitoring report must be recorded in a summary document entitled "Policy Monitoring Worksheet – Board Decision Summary" maintained by the Board Secretary. (Revised January 2013.)
2. In the March Board package, all Board members will receive and review a copy of the above-noted summary document, "Policy Monitoring Worksheet – Board Decision Summary."
3. Before the March meeting, all Board members will review the previous year's monitoring reports summarized in the "Annual Ends Report of Library Achievements" submitted to the Board in January. As needed, the Board members will fill in Section 1 of the attached CEO's Annual Summative Evaluation (Appendix "A") for submission to the Board Chain and discussion. (Revised January 2013.)
4. At an In Camera session at the March meeting, all Board members will discuss Section 1. The Chair records the conclusions reached by the Board under Section 1. These conclusions only pertain to the CEO's performance under the Ends and Executive Limitations Policies. If over the course of the year's monitoring, the Board did not accept an action of the CEO as a reasonable interpretation of a policy, the action taken by the Board at that time may be noted here.
5. The Chair will then consolidate that information and deliver it to the CEO between the March and April meetings.
6. At an In Camera portion of the April meeting, in open discussion, the Board and the CEO review Section 1, and complete Section 2 of the CEO's Annual Summative Evaluation. The Chair records the recommendations and decisions for the upcoming year under Section 2. These may pertain to directions to the CEO (enacted through revisions to Board policy in Ends or Executive Limitations) or activities to be undertaken by the Board.

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

7. Between the April and May meetings, the CEO's Annual Summative Evaluation is formalized and signed by the Board Chair and the CEO. The CEO signs the review to indicate she has read it and the CEO may add comments. The review is filed in the CEO's Personnel File and copied to the Chair. The Chair's files pertaining to the CEO's performance review are stored in a locked file cabinet in the Board Secretary's office and a copy stored on a secured server. The review is confidential and other copies may only be made for the Board upon Board motion.  
(Revised May 2013)
8. At the May Board meeting, the Chair gives notice to the Board that the CEO performance review has been completed and filed as per procedure.

Attachments:      Appendix "A"  
                         Appendix "B"

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<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2e</b> <span style="float: right;"><b>Page 3 of 5</b></span>
<b>Policy Title:</b>	<b>Chief Executive Officer Performance Review</b>
<b>Revision Dates:</b>	<b>April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021</b>

**APPENDIX "A"****CEO'S ANNUAL SUMMATIVE EVALUATION**

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

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

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

Policy Type:	Board-CEO Linkage	
Policy Number:	BCL-2e	Page 4 of 5
Policy Title:	Chief Executive Officer Performance Review	
Revision Dates:	April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27,2020, January 25,2021	

**SECTION 1**      (As needed, the Board members fill Section 1 for submission to the Chair and  
(continuation)      discussion. The Chair records the conclusions reached by the Board under this  
                                 Section.

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

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Signed: \_\_\_\_\_ Chair

Date: \_\_\_\_\_

Signed: \_\_\_\_\_ CEO

Date: \_\_\_\_\_

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<b>Policy Type:</b>	<b>Board-CEO Linkage</b>
<b>Policy Number:</b>	<b>BCL-2e</b> <span style="float: right;"><b>Page 5 of 5</b></span>
<b>Policy Title:</b>	<b>Chief Executive Officer Performance Review</b>
<b>Revision Dates:</b>	<b>April 25, 2005, September 24, 2012, January 28, 2013, May 27, 2013, January 27, 2020, January 25, 2021</b>

## APPENDIX "B"

### Question Guide: Annual CEO's Evaluation Consistent with Policy Governance®

1. Based on a review of the monitoring reports in Ends over the time period being evaluated, which Ends has the CEO:
  - a) Achieved or, if they are long-term Ends, achieved acceptable progress towards?
  - b) Not achieved, or not made acceptable progress towards?
  - c) Exceeded?
2. On what evidence is the above judgment made? (Cite dates of specific internal monitoring reports, external monitoring reports, or direct Board inspections.)
3. Based on a review of the monitoring reports for Executive Limitations over the time period being evaluated, has the CEO:
  - a) Consistently operated within the constraints of the Executive Limitations?
  - b) Occasionally contravened the limitations, but reported the contravention promptly, providing acceptable rationale and a plan for future compliance, which was met?
  - c) Occasionally contravened the limitations, but without reporting the contravention, or without acceptable rationale?
  - d) Frequently contravened the limitations?
4. On what evidence is the above judgment made? (Cite dates of specific internal monitoring reports, external monitoring reports, or direct Board inspections.)

Policy Type:	Executive Limitations	
Policy Number:	EL-1	Page 1 of 1
Policy Title:	General Executive Constraint	
Revision Dates:	May 29, 2006, September 24, 2012	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Annually	November

The CEO shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful, imprudent or in violation of commonly accepted business and professional ethics, including, but not limited to the *Public Libraries Act, RSO 1990, c. P. 44* and relevant City of Markham policies adopted by the Markham Public Library, either Board or Administration.

Policy Type:	Executive Limitations	
Policy Number:	EL-2a	Page 1 of 1
Policy Title:	Customer Treatment	
Revision Dates:	May 16, 2003, June 17, 2003, June 30, 2003, September 13, 2003, June 26, 2006, September 24, 2012	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Annually (include survey bi-annually)	November

With respect to interactions with customers, or those applying to be customers, the CEO shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy.

Accordingly, the CEO shall not:

1. Use application forms or procedures that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting or storing customer information that fail to protect against improper access to the information elicited.
3. Allow customers to be unaware of what may be expected and what may not be expected from the service offered.
4. Allow customers to be unaware of this policy, or unaware of a grievance process for those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
5. Operate facilities without appropriate accessibility, privacy, safety, and cleanliness.
6. Allow access to inappropriate material on the Internet.

ACENSA W Appendix 7

Policy Type:	Executive Limitations	
Policy Number:	EL-2b	Page 1 of 1
Policy Title:	Staff Treatment	
Revision Dates:	May 16, 2003, June 17, 2003, September 13, 2003, October 23, 2006, October 26, 2009, September 24, 2012, January 23, 2017	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Annually	October

With respect to the treatment of paid and volunteer staff, the CEO shall not cause or allow conditions that are unfair, undignified, unsafe, or unclear.

Accordingly, the CEO shall not:

1. Operate without personnel and management policies and procedures which:
  - a) clarify rules for staff, including but not limited to, conflict of interest (e.g. gifts, payments for services) and workplace harassment prevention;
  - b) provide for effective handling of grievances;
  - c) protect against wrongful conditions;
  - d) preserve the confidentiality of personal information.
2. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board (per the grievance procedure in the personnel manual) acts or omissions by staff, management or the Board that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board. (Whistleblower policy)
3. Allow staff to be unaware of their rights under this policy.
4. Allow the talents and skills of employees to be unsupported, unrecognized or unrewarded.
5. Allow staff to be unprepared to deal with emergency situations.
6. Allow staff to be unfamiliar with the CEO's interpretations of their protections under this policy.

Policy Type:	Executive Limitations	
Policy Number:	EL-2c	Page 1 of 1
Policy Title:	Budgeting/Forecasting	
Revision Dates:	June 17, 2003, June 30, 2003, January 24, 2005, May 28, 2007, September 24, 2012, September 4, 2013, January 23,2017	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Twice yearly	March, October (Some adjustments may be required.)

Budgeting in any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board Ends priorities, risk fiscal jeopardy, or fail to show a generally acceptable level of foresight.

The CEO is authorized to work with the City's Financial Services Department to prepare budget estimates for Council approval. The CEO submits operating and capital budget requirements for the ensuing year by the September Board meeting.

#### 1. Operating Budget

Accordingly, the CEO shall not cause or allow budgeting which:

- a) Contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- b) Provides inadequate information to support a full line or program budget presentation.
- c) Plans the expenditures in any fiscal year of more funds than are conservatively projected to be received in that period.
- d) Fails to include a provision for Board governance, such as costs of fiscal audit, Board development, and Board and committee meetings. (See also Governance Process policy GP-2h, Cost of Governance).

#### 2. Capital Budget

Accordingly, the CEO shall not:

- a) Prepare capital budget estimates which lack sufficient detail to credibly describe the nature, scale and scope of the proposal, or which fail to disclose full consideration of the costs to acquire, install/build, operate, support, maintain and repair/replace for the life expectancy of the capital item.
- b) Fail to project accurate financing options and annual repayment costs.
- c) Cause or allow budgeting for a capital item which plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.



Policy Type:	Executive Limitations	
Policy Number:	EL-2d	Page 1 of 1
Policy Title:	Financial Condition	
Revision Dates:	June 17, 2003, June 30, 2003, September 13, 2003, February 24, 2005, October 27, 2006, May 28, 2007, September 24, 2012, September 4, 2013, January 23,2017,January 25,2021	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Thrice yearly	March, June, September (Some adjustments may be required.)

With respect to the actual, ongoing financial condition and activities of the organization, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends Policies.

Accordingly, the CEO may not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guidelines (below) are met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days, or hold the controllable expenditures to avoid overspending funds.
3. Allow payroll and debts to be handled in an untimely manner.
4. Withhold, nor otherwise delay, from the Board the results and recommendations of the auditors and the Administrative response thereto.
5. Acquire, lease, rent, encumber or dispose of real property.
6. Fail to aggressively pursue receivables, fines and fees, after a reasonable grace period.
7. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

Policy Type:	Executive Limitations	
Policy Number:	EL-2e	Page 1 of 1
Policy Title:	Asset Protection	
Revision Dates:	June 17, 2003, September 13, 2003, March 21, 2005, April 25, 2005, September 24, 2012	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Annually and as needed	April

The CEO shall not allow assets to be unprotected, inadequately maintained, unnecessarily risked, or substantially disposed.

Accordingly, the CEO shall not:

1. Subject facilities and equipment to improper use.
2. Allow intellectual property, information or files to be exposed to loss, improper access or significant damage, or operate without maintaining records in accordance with a records retention schedule.
3. Allow damage to the long-term preservation of primary and secondary sources of the Libraries' collections.
4. Dispose of substantial assets.
5. Name or rename any Board asset.
6. Make any purchase wherein normally prudent protection has not been given against conflict of interest.
7. Allow unbonded personnel access to material amounts of funds.
8. Receive, process, or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.
9. Allow the organization, Board members, staff, and volunteers to be uninsured against liability losses, theft, fire and casualty losses to an amount consistent with City of Markham coverage, and against liability losses.
10. Unnecessarily expose the organization, its Board, or staff to claims of liability.
11. Allow the Board to be unaware of theft or vandalism of assets worth \$1,000 or more.
12. Risk or endanger the uniqueness of the Library as being distinct from the City.

Policy Type:	Executive Limitations	
Policy Number:	EL-2f	Page 1 of 1
Policy Title:	Protection of Services	
Revision Dates:	June 30, 2003, May 29, 2006, December 18, 2006, September 24, 2012, January 25,2021	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Annually	January

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

Accordingly:

1. Hours

The CEO shall not, without the approval of the Board, change the total hours of the Library system or of any Branch, with the exception of scheduling statutory holidays and holiday periods, emergencies, and incidents that affect health and safety.

2. Services/Facilities

The CEO shall not, without the approval of the Board, close, relocate, or combine any Branches of the system.

Policy Type:	Executive Limitations	
Policy Number:	EL-2g	Page 1 of 1
Policy Title:	Emergency Executive Succession	
Revision Dates:	May 16, 2003, June 17, 2003, June 30, 2003, March 21, 2005, September 24, 2012	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Annually and as needed	March

In order to protect the Board from sudden loss of CEO services, the CEO may not have fewer than two other executives familiar with Board and CEO issues and processes and able to carry on the responsibilities of CEO as set out in the policies.

Policy Type:	Executive Limitations	
Policy Number:	EL-2h	Page 1 of 1
Policy Title:	Community Relations	
Revision dates:	May 16, 2003, June 17, 2003, September 13, 2003, April 28, 2004, May 30, 2005, November 28, 2005, April 27, 2009, September 24, 2012, January 23,2017	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Annually and as needed	June

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.

Accordingly, the CEO shall not:

1. 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 meeting or annual meeting;
  - b) Reports including annual achievements, financial statements, statistical reports and other reports at the discretion of the CEO.
2. Fail to develop and implement policies concerning receipt and use of donations and gifts (monetary or in-kind) that consider:
  - a. ownership and timelines;
  - b. appropriate recognition
3. Fail to make the Library visible in the community.
4. Fail to have policies and procedures in place that monitor the Library's reputation.
5. Fail to enter into partnerships or collaborations that are cost effective and of mutual benefit.
6. Fail to seek public input on library services and operations.

Policy Type:	Executive Limitations	
Policy Number:	EL-2i	Page 1 of 1
Policy Title:	Compensation and Benefits	
Revision Dates:	May 16, 2003, June 17, 2003, November 28, 2005, September 24, 2012	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Annually (monitoring report to include comparative grid)	June

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.

Accordingly, the CEO may not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. 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.

Policy Type:	Executive Limitations	
Policy Number:	EL-2j	Page 1 of 2
Policy Title:	Communication and Counsel to the Board	
Revision Dates:	May 16, 2003, November 24, 2003, November 28, 2005, November 27, 2006, September 24, 2012, January 22,2018, January 25,2021	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Thrice yearly	March, June, October (Some adjustments may be required during election years.)

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

Accordingly, the CEO shall not:

1. 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.
2. 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.
3. 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.
4. 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.
5. Allow the Board to be without a workable mechanism for official Board, officer or committee communications.
6. 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.
7. 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.

(over)

Policy Type:	Executive Limitations	
Policy Number:	EL-2j	Page 2 of 2
Policy Title:	Communication and Counsel to the Board	
Revision dates:	May 16, 2003, November 24, 2003, November 28, 2005, November 27, 2006, September 24, 2012, January 22,2018, January 25,2021	
TYPE OF REPORT	FREQUENCY	DATE
Internal monitoring report	Thrice yearly	March, June, October (Some adjustments may be required during election years.)

8. 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.
9. 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.
10. Allow the Board to be unaware of complaints identified by customers which in the judgment of the CEO are of pressing concern.
11. 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).
12. The CEO shall not fail to advise the Board in a timely manner of trends, facts and information relevant to the Board's work.



TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Michelle Sawh, Director, Administration

DATE OF MEETING: November 22, 2021

**SUBJECT: INTERNAL MONITORING REPORT: Executive Limitation EL-1,  
General Executive Constraint**

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**EXECUTIVE SUMMARY:**

This report provides the Board with a high-level description of the Library's general approach to carrying out its activities in the community. It confirms that Staff govern themselves lawfully and prudently, and their activities are in compliance with commonly accepted business and professional ethics, statutes, policies and contracts.

**RECOMMENDATION:**

**That the report entitled "Internal Monitoring Report: Executive Limitation EL-1, General Executive Constraint" be received.**

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT (EL-1)**

**GLOBAL POLICY LIMITATION:**

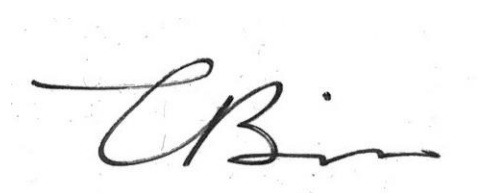
*The CEO shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful, imprudent or in violation of commonly accepted business and professional ethics, including, but not limited to the Public Libraries Act, RSO 1990, c.P.44, and relevant City of Markham policies adopted by the Markham Public Library, either Board or Administration.*

**CEO RESPONSIBILITY:**

The CEO will ensure that the organization functions in a lawful and prudent manner, adhering to commonly accepted business and professional ethics, statutes, policies and contracts.

**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

### 1. Business Ethics

The Library has policies, practices and arrangements requiring employees to act in an appropriate and ethical manner in the course of their duties. The Library's close relationship with the City of Markham helps to ensure that MPL is in step with recognized municipal business practices.

In addition, the Library assumes a neutral position with respect to political matters and engages in open dialogue with Markham's various communities. During elections, the Library endeavors to host public events to aid in the civic engagement process. During the 2021 federal election campaign, the Library hosted Virtual Question and Answer sessions in two Markham ridings. The Meetings were streamed live and then posted to the Library's social media channels to enhance access to the information. This participation in community life reinforces the Library's fundamental role as a neutral gathering place and an unbiased facilitator for the free exchange of ideas, views and opinions. The lives of citizens are enriched through this exchange of information, enabling them to more fully participate in a free and democratic society.

The following specific Library policies relate to business or personal ethics and are enforced within the organization. They constitute guidelines for employee behaviour that ensure an understanding of acceptable conduct on the part of employees while carrying out their work. MPL policies were thoroughly reviewed and updated recently, with new policies being developed and introduced on an ongoing basis to address changing circumstances. (See Appendix "A" for summaries of many of these policies.)

#### **Administration Policies:**

- Business Expense & Conference
- Conference Attendance
- Confidentiality of Personal Information
- Privacy & Access to Information
- Procurement

#### **Human Resources Policies:**

- Attendance Management
- COVID-19 Vaccine Policy
- Employment of Related Individuals
- General Health and Safety Rights, Roles, Responsibilities Policy
- Health and Safety Core Policy
- Long-Term Disability
- Respect in the Workplace (Harassment & Violence)
- Short-Term Disability
- Terms of Reference for Management and Non-union Employees
- Terms of Reference for Non-union Part-Time Employees
- Vulnerable Sector Check Policy
- Workplace Substance Abuse

#### **Public Service Policies:**

- Library Collections & Material Selection
- Mandatory Mask or Face Covering Policy
- Staff Intervention During Internet Use Policy
- Unacceptable Conduct Policy

### 2. Professional Ethics:

Professional ethics are embodied in statements issued by the associations that represent the librarianship profession. The major North American library associations have statements on intellectual freedom (see Appendices “C” & “D”.) These statements affirm the role of libraries in providing services and materials of interest to the entire community, to ensure the right of intellectual freedom in the selection and provision of materials, and to resist attempts at censorship by any individual or group within the community. These are core values of the profession that help to define the role of public libraries within democratic societies.

MPL’s practices are in conformity with the statements issued by the Ontario Library Association and the American Library Association. MPL’s “Library Collections and Materials Selections Policy” includes the following elements:

- Material selection criteria
- Statement on new formats (in recognition that collection formats change over time)
- Withdrawals procedures
- Gifts and donations from the public
- Customer requests
- Resource sharing / Inter-library loan services
- Statement on intellectual freedom
- Reconsideration of collection items upon challenges from the public

As per the MPL policy, the content or manner of expressing ideas in material that is purposely selected to fill the needs of some Library customers may, on occasion, be considered to be offensive by other Library customers or members of the public. The Library recognizes the right of any individual or group to reject library material for personal use, but does not accord to any individual or group the right to restrict the ability of others to access that same material.

Very occasionally, the Library receives complaints or challenges from the public about specific collection items and these situations are then reported to the Board in the “Executive Limitation Monitoring Report EL-1 General Executive Constraint.” MPL Staff thoroughly investigate such complaints, considering factors such as the merits of the collection item, the position taken by neighbouring public libraries, etc. Staff then makes a decision and contacts the complainant to explain this decision. So far, in 2021, there has been no formal challenge to any items in our collection.

### 3. Statutes:

The Library operates under and complies with various statutes, including (but not restricted to) the following:

- Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11
- Employment Standards Act, 2000, S.O. 2000, c. 41
- Human Rights Code, R.S.O. 1990, c. H.19
- Labour Relations Act, 1995, S.O. 1995, c. 1, Sched. A
- Municipal Act, 2001, S.O. 2001, c. 25
- Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56
- Occupational Health and Safety Act, R.S.O. 1990, c. O.1
- Public Libraries Act, R.S.O. 1990, c. P44

### 4. Occupational Health and Safety Act, R.S.O. 1990 c. 0.1

The *Occupational Health and Safety Act* (the “Act”) sets out the legal framework and the tools for ensuring that workplaces across the province are both safe and healthy. This legislation outlines the rights and duties of all workplace parties, establishes procedures for dealing with workplace hazards and provides for enforcement of the law where compliance has not been achieved voluntarily.

The Act makes it clear that all workplace parties (workers, supervisors, employers) have an important role and a responsibility for promoting health and safety. The Library has a management position with a focus on employee health and safety, and also receives advice on an ongoing basis from the City of Markham with respect to individual employee situations. In addition, Joint Health and Safety Committees consisting of trained workers and management representatives are functioning in each of MPL’s branch locations.

### 5. Contractual Agreements – Internal

#### Collective Agreements:

Approximately 89% of MPL’s total workforce of 240 employees are unionized under the Canadian Union of Public Employees (CUPE). The unionized group includes 54 Full Time, 94 Part Time and 66 Page employees. (The non-union group includes employees in Management and Administration.)

MPL has three Collective Agreements covering employees in the CUPE Full Time, Part Time and Pages bargaining units. These Agreements create a legal framework governing the relations between the Library Board as Employer and the Union which represents the employees within each bargaining unit. Overall, the stated purpose of the Agreements is to:

- maintain relations and settle conditions of employment between the parties;
- recognize the value of joint discussions and negotiations;
- encourage efficiency in operations;
- promote the morale, well-being and security of all employees in the bargaining units; and to
- recognize the Employer’s basic right to manage its own affairs and operations.

### 6. Contractual Agreements – External

#### ITS-MPL Information Service Level Agreement:

The Library and the City’s Information Technology Services (ITS) Department annually reviews the Service Level document which outlines service standards for IT services provided to the Library.

### 7. Other Contracted Services:

The Library participates in and benefits from a number of other contracts arranged through the City of Markham’s Purchasing Department for various services, ensuring cost savings and efficiencies. Some of these cover essential activities for the Library. Appendix “B” summarizes these contracts, including both ongoing service contracts and those for one-time purchases of goods and services.

#### ATTACHMENTS:

- Appendix “A” – MPL Policies Relating to Business / Personal Ethics
- Appendix “B” – City of Markham Contracts Covering MPL
- Appendix “C” – Ontario Library Association’s (OLA) “Statement on the Intellectual Rights of the Individual”
- Appendix “D” – “Library Bill of Rights” issued by the American Library Association (ALA)

**Appendix “A” – MPL Policies relating to Business / Personal Ethics:**

<b>Policy Title</b>	<b>Topics Covered in Policy</b>
Attendance Management	<ul style="list-style-type: none"> <li>Provides direction and establishes expectations with respect to employee workplace attendance. Includes the following sections: <ul style="list-style-type: none"> <li>Employee Accountability for Attendance</li> <li>Absence Reporting Requirements</li> <li>Proof of Illness Requirements</li> <li>Responsibilities of Workplace Parties</li> </ul> </li> </ul>
Business Expenses & Conference	<ul style="list-style-type: none"> <li>Permitted expenditures by Board members and staff, use of corporate credit card, reimbursement procedures for expenses paid by employees, signing authorities.</li> <li>Automobile expense reimbursements.</li> <li>Meal allowances while on Library business, membership &amp; association fees, and seminar &amp; conference attendance, and business travel.</li> <li>Reimbursement of transportation and accommodation expenses.</li> <li>Library Board member honorarium.</li> </ul>
Conference Attendance	<ul style="list-style-type: none"> <li>Describes how Staff are permitted to attend professional conferences, which are opportunities for the sharing of key knowledge.</li> <li>The rules around situations where MPL Staff are presenting at external conferences or workshops.</li> </ul>
Confidentiality of Personal Information	<ul style="list-style-type: none"> <li>Confidential handling of personal information related to all Library Board members, employees and Library customers; Information restricted to CEO, confidential Administrative Staff.</li> <li>Employee’s right to review his/her personal information; queries from prospective employers, financial institutions, and outside agencies.</li> <li>Confidentiality of customer information held by the Library.</li> </ul>
COVID-19 Vaccine Policy	<ul style="list-style-type: none"> <li>In line with provincial legislation, this policy mandates that all employees, contractors and consultants acting on behalf of the Library must be fully vaccinated against COVID-19.</li> <li>Everyone must disclose their vaccination status to the employer.</li> <li>Provides for accommodation of those unable to be vaccinated for legitimate medical or religious reasons and the follow-up steps that they must take.</li> </ul>
General Health and Safety Rights, Roles and Responsibilities	<ul style="list-style-type: none"> <li>A policy that ensures that accountability for occupational health and safety is shared by all employees based on their authority within the organization.</li> <li>The roles and responsibilities for employees, managers, directors, senior management and the CEO are detailed.</li> </ul>

## AGENDA 5.1

	<ul style="list-style-type: none"> <li>Covers the establishment and role of Joint Health and Safety Committees per the legislation.</li> </ul>
Health & Safety Core Policy	<ul style="list-style-type: none"> <li>Statement of Commitment by the CEO to ensuring a healthy and safe work environment, including the stated objective of an injury and illness-free workplace.</li> </ul>
Employment of Related Individuals	<ul style="list-style-type: none"> <li>Governs the Library's actions regarding its recruitment &amp; promotion processes.</li> <li>"Related individuals" may work for the Library except where there is real or perceived conflict of interest or exercise of favouritism.</li> <li>Range of examples include: married couples; in-laws; landlord/tenant; business partners.</li> <li>Process to handle conflicts; Management Plan in place to minimize such conflicts.</li> </ul>
Library Collections & Materials Selection	<ul style="list-style-type: none"> <li>Guides staff in the development and acquisition of MPL's collections, resources and services for Markham's diverse community in two official languages, English and French, plus materials that reflect local linguistic, cultural heritage &amp; accessibility needs.</li> <li>Includes Canadian content; City of Markham materials; recognition of the Canadian Charter of Rights and Freedoms; print, non-print, audio-visual and electronic materials.</li> <li>Selection criteria guidelines; consideration of new formats and withdrawal of materials.</li> <li>Processes regarding access to collections and controlled usage; gifts and donations; and customer requests for collection materials.</li> <li>Sharing of resources through Inter-Library Loan (ILLO) services.</li> <li>Process for reconsideration of materials.</li> <li>Authoritative statements on intellectual freedom and the rights of the individual.</li> </ul>
Long Term Disability	<ul style="list-style-type: none"> <li>The purpose of this Policy is to outline the long term disability (LTD) program and the income benefits available to eligible Full Time employees who are absent due to a long term non-occupational illness or injury.</li> <li>The administration of the LTD program managed through a Third Party Provider (currently Sun Life Financial) as outlined in the existing plan agreement.</li> </ul>
Mandatory Mask or Face Covering Policy	<ul style="list-style-type: none"> <li>Approved in 2020, this policy was developed per instructions issued by York Region's Medical Officer of Health, requiring businesses and organizations to develop policies mandating the use of face coverings by all persons entering their premises.</li> <li>Outlines the requirements of both customers and staff with respect to face coverings and masks in helping to limit the spread of COVID-19.</li> </ul>
Privacy & Access to Information	<ul style="list-style-type: none"> <li>Compliance with the intent of the <i>Municipal Freedom of Information and Protection of Privacy Act</i> (MFIPPA). All customers have the right to privacy and confidentiality regarding their use of the library, its materials and services; information received from customers may be either in person, in writing or electronically.</li> <li>Adherence to the principles outlined in the Canadian Standards Association Model Code for the Protection of Personal Information.</li> </ul>

## AGENDA 5.1

	<ul style="list-style-type: none"> <li>• Listing of information collected from library customers and reasons required.</li> <li>• Online privacy practices; guidelines regarding personal information of staff, with consent.</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• Outlines principles, conditions and methods respecting the Library's procurement, disposal and administrative service requirements, including the entering into of contracts and signing authority.</li> <li>• Includes methods of Procurement for: tenders, requests for proposals; requests for quotation; expressions of interest; pre-qualification requests; non-competitive procurement.</li> <li>• Process for the awarding of contracts (dollar threshold); deposit requirements.</li> <li>• Guidelines for disposal of surplus or obsolete property.</li> <li>• Detailed review of this Policy to be conducted every 5 years or earlier.</li> <li>• Lists items that are excluded from Policy's requirements and a summary of the contract award authorities.</li> </ul>
Respect in the Workplace (Harassment & Violence)	<ul style="list-style-type: none"> <li>• To maintain a working environment based on respect for the dignity and rights of all MPL employees, volunteers, contractors, consultants and Board Members.</li> <li>• Policy addresses: respect; discrimination; harassment, including workplace sexual harassment; poisoned work environment; and violence.</li> <li>• Prevention and duties of employees and supervisors and managers; liability.</li> <li>• Procedure for resolving and investigating complaints; confidentiality of complaints; and protection from retaliation.</li> </ul>
Short-Term Disability	<ul style="list-style-type: none"> <li>• Describes the Short Term Disability program available to Full Time and Part Time employees.</li> <li>• States the employee's obligations re: notification of absence and proof of illness requirements.</li> <li>• Explains how sick leave is accumulated and paid out to employees based on status (e.g. Full Time vs. Part Time) and time in the position.</li> </ul>
Vulnerable Sector Check	<ul style="list-style-type: none"> <li>• Mandates that a Vulnerable Sector Check must be provided for designated positions in which employees are required to work with potentially vulnerable individuals, e.g. children.</li> <li>• The list of designated positions includes many public-facing MPL positions.</li> </ul>
Workplace Substance Abuse	<ul style="list-style-type: none"> <li>• Defines "workplace substance abuse" and "impairment and enabling behaviours".</li> <li>• Communicates the Library's expectation that employees will report to work in a "fit for work" condition.</li> <li>• Describes the Library's commitment to assist and accommodate employees who are experiencing substance abuse.</li> </ul>

## AGENDA 5.1

	<ul style="list-style-type: none"> <li>Identifies the responsibilities of the various workplace parties in ensuring that this policy is implemented and followed.</li> </ul>
Staff Intervention During Customer Internet Use	<ul style="list-style-type: none"> <li>Guidelines to assist staff in dealing with difficult or illegal situations with customers using the Internet at Markham Public Library; four (4) procedural scenarios are provided.</li> <li>Reference to sections of the Criminal Code of Canada respecting illegal activities that may arise in the viewing of Internet sites.</li> </ul>
Terms of Reference for Management & Non-union Employees	<ul style="list-style-type: none"> <li>Terms and conditions of employment for Management and Non-Union employees.</li> <li>These terms include: compensation, fringe benefits, hours of work and overtime, probationary period, and annual vacation.</li> <li>The Policy also speaks to the appointment to positions of dual responsibility, and leaves of absence for educational purposes.</li> <li>Other terms are identical to those provided for in the Full Time Collective Agreement or as outlined in the Employment Standards Act.</li> </ul>
Terms of Reference for Non-union Part-Time Employees	<ul style="list-style-type: none"> <li>Same as above, but pertaining specifically to part-time exempt employees.</li> </ul>
Unacceptable Conduct Policy	<ul style="list-style-type: none"> <li>Outlines expectations for public behaviour in Library spaces.</li> <li>States that MPL does not tolerate violence, harassment, vandalism or any other abusive or unacceptable behaviour that undermines the safety or dignity of staff and/or customers.</li> </ul>



## Appendix “B” – City of Markham Contracts Covering MPL:

### (1) Multi-year Service Contracts:

<b>Contract Description</b>	<b>Bid Award #</b>	<b>Awarded Supplier</b>
Window Cleaning Services	220-T-19	Rain or Shine Window Cleaning
Markham Public Library Materials & Processing Services	011-R-19	Library Services Centre (LSC)
Plumbing Services for Various City of Markham Locations	023-R-20	Saunders Plumbing & Heating Inc.
Janitorial Services for Various City Locations	078-R-15	National Corporate Housekeeping
Pest Control Services	189-Q-16	E-Safe Pest Control
Markham Public Library Courier Service	167-T-19	Jim Clifford Moving Services Ltd.
Fire Safety Systems Inspections, Testing & Repairs	158-T-17	Onyx Fire Protection Services Inc.
Security Services for Various City Locations	021-R-18	Paladin Security Group (Ontario) Ltd.
Citywide Building and HVAC Systems Maintenance	023-R-18	SIG Mechanical Services
Overhead Doors Preventive Maintenance, Inspection and Emergency Repairs	155-T-18	Candoor Overhead Doors Ltd.
Elevator Maintenance and Inspection	051-T-16	ThyssenKrupp Elevator Ltd.
Building Operation and Maintenance	022-R-18	Angus Consulting Management Ltd.
Sanitary Napkin Disposal, Sanitizing & Air Freshening Service	198-T-14	Citron Hygiene
Furniture Supply and Install	084-R-15	NUA Office Inc.

### (2) Contracts for Major Projects (Current Year):

<b>Contract Description</b>	<b>Bid Award #</b>	<b>Bid Date Award</b>	<b>Awarded Supplier</b>
Milliken Mills Community Centre Lobby Enhancement Consultant	005-Q-21	22-Feb-2021	Gow Hastings Architects
Replacement of Main Entrance Doors at Unionville Library	N/A	8-Jul-2021	High Grade Construction

**AGENDA 5.1**

Entrance Deck Re-construction at Markham Village Library	193-T-21	27-Aug-2021	Avion Construction Group Inc.
Supply and Delivery of Pedestal-Style Hand Sanitizer Dispensers and Hand Sanitizer Refill Product	179-R-21	8-Sep-2021	Novo Plastics Inc.
Shed for Recycle Bin Storage at Unionville Library	N/A	17-Sep-2021	High Grade Construction
Drinking Fountain and Bottle Filling Station Design Consultant	N/A	17-Sep-2021	Bold Engineering Inc.
Retrofitting of Business Hub at Aaniin Library (study bars, digital lockers, slat-walls and access control system)	N/A	17-Sep-2021	Palmieri Furniture / 360 Advanced Security Group
Milliken Mills Community Centre Lobby Enhancement	133-T-21	27-Sep-2021	TBD
CCTV Security System Replacement at Various Facilities	181-T-21	29-Sep-2021	360 Advanced Security Group
Installation of Paging System at Angus Glen Library	N/A	11-Oct-2021	TELK Communication Inc.
Upgrading Heat and Smoke Detectors at Thornhill Village Library	N/A	19-Oct-2021	Herbert Williams Fire Equipment Ltd.
Library Furniture and Equipment Maintenance	208-Q-21	N/A	(Not yet awarded.)

## **Ontario Library Association**

### **Statement on Intellectual Freedom and the Intellectual Rights of the Individual**

#### **Introduction**

The Ontario Library Association and its divisions are committed to the fundamental rights of intellectual freedom, the freedom to read and freedom of the press, as embodied in the Canadian Charter of Rights and Freedoms.

Ontario Libraries have the important responsibility to facilitate expressions of knowledge, creativity, ideas, and opinion, even when viewed as unconventional or unpopular.

The Ontario Library Association declares its acceptance of the following principles for libraries:

1. Equitable access to library service to the public is based upon the right of the citizen, under the protection of the law, to judge individually on questions of politics, religion and morality.
2. Intellectual freedom requires freedom to critically examine and create other ideas, opinions, views, and philosophy of life, other than those currently approved by the local community or by society in general and including those ideas and interpretations which may be unconventional, uncommon or unpopular.
3. The free traffic in ideas and opinions is essential to the health and growth of a free society and that the freedom to read, listen, view, and create is fundamental to such free traffic.
4. Library governance ensures that the principles of intellectual freedom and expression of thought are upheld.

#### **Library Service, Collections and Resources:**

5. It is the responsibility of libraries to maintain the right of intellectual freedom and to implement it consistently in the selection of books, periodicals, films, recordings, and other materials including the provision of access to electronic sources of information and access to the internet. Materials are not excluded from library collections based on race, place of birth, origin, ethnic origin, ethnicity, citizenship, age, creed, disability, family structure, sex, and sexual orientation.
6. It is part of the library's service to its public to resist any attempt by any individual or group within the community it serves to abrogate, censor or curtail access to information, the freedom to read, view, listen or participate by demanding the removal of, or restrictions to library information sources in any format.

#### **Library Programming, Events, and Space Bookings**

7. It is the responsibility of libraries to maintain the right of intellectual freedom and expression by implementing it consistently when hosting programs and events within the public space of the library including rented public space by individuals and community organizations.

8. Libraries create welcoming community spaces where community members are free from discrimination and may engage in peaceful assembly. Libraries may cancel or deny permits to individuals or organizations when speech or displays are used in a way that is unlawful.

**Applicable legislation:**

Canadian Charter of Rights and Freedoms: Section 2(b) of the *Charter of Rights and Freedoms* protects "freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication".

Criminal Code: Section 63 pertains to Unlawful Assemblies and Riots. Section 297 pertains to defamatory libel. Section 318 pertains to hate propaganda.

Ontario Human Rights Code: Sub-section 13 pertains to infringing on freedom from discrimination.

**Revision approved at the OLA AGM, January 30, 2020**



## Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

- I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
- II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
- III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
- IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
- V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.
- VI. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.
- VII. All people, regardless of origin, age, background, or views, possess a right to privacy and confidentiality in their library use. Libraries should advocate for, educate about, and protect people's privacy, safeguarding all library use data, including personally identifiable information.

Adopted June 19, 1939, by the ALA Council; amended October 14, 1944; June 18, 1948; February 2, 1961; June 27, 1967; January 23, 1980; January 29, 2019.

Inclusion of "age" reaffirmed January 23, 1996.

Although the Articles of the *Library Bill of Rights* are unambiguous statements of basic principles that should govern the service of all libraries, questions do arise concerning application of these principles to specific library practices. See the documents designated by the Intellectual Freedom Committee as Interpretations of the Library Bill of Rights (<http://www.ala.org/advocacy/intfreedom/librarybill/interpretations>).

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Andrea Cecchetto, Director, Service Excellence

DATE OF MEETING: November 22, 2021

SUBJECT: **INTERNAL MONITORING REPORT: Executive Limitation EL-2a, Customer Treatment**

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### EXECUTIVE SUMMARY:

This annual report to the Board outlines the steps that MPL takes to achieve compliance with the Global Policy Limitation with respect to Customer Treatment. In order to ensure customer safety, privacy and dignity, MPL maintains a comprehensive set of policies and procedures and trains all staff in the application of them. Ultimately, our goal is to ensure that customers receive exceptional service at MPL.

### RECOMMENDATION:

**That the report entitled “Internal Monitoring Report: Executive Limitation EL-2a, Customer Treatment” be received.**

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: CUSTOMER TREATMENT (EL-2a)**

### GLOBAL POLICY LIMITATION:

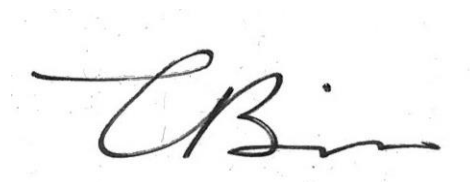
*With respect to interactions with customers, or those applying to be customers, the CEO shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy.*

### CEO RESPONSIBILITY:

The CEO will ensure there are appropriate conditions, procedures, or decisions to provide confidentiality and privacy for customers or those applying to be customers.

### 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

1. **POLICY LIMITATION:** *The CEO shall not use application forms or procedures that elicit information for which there is no clear necessity.*

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

- Markham Public Library is subject to the provisions of the *Municipal Freedom of Information and Protection Act* (MFIPPA). MFIPPA requires that MPL protect the privacy of an individual's personal information that exists in its possession and that it follow a privacy protection protocol that includes rules regarding the collection, retention, use, disclosure and disposal of personal information in its custody or control.
- MPL's response to breach of confidentiality is governed by City of Markham Information Technology Services (ITS) procedures.
- MPL complies with MFIPPA, and the library's use of application forms and related procedures elicit only the information that is necessary and required to conduct the business of the Library. Whether for membership, borrowing materials, employment, or volunteering, superfluous data is neither collected nor stored.
- In December 2019, MPL revised its approach to collecting gender information for library membership. Going forward, MPL will not indicate gender identity on any documentation, recognizing that this information is not required for either policy or reporting purposes.
- MPL ensures privacy in its research processes. For surveying customers, MPL uses third party tools that ensure confidentiality of customer feedback and does not require disclosure of personal information. In order to maintain anonymity, IP addresses are not collected. Identifying information for contest purposes is collected separated through a third party.
- New MPL staff review the Library's Privacy and Access to Confidential Information policy during orientation. This content is part of MPL's Edu (online learning module). In addition, privacy and confidentiality are reviewed throughout the year as part of procedural training related to MPL systems such as the ILS, CLASS (MPL's program registration system), etc.

2. **POLICY LIMITATION:** *The CEO shall not use methods of collecting, reviewing, transmitting or storing customer information that fail to protect against improper access to the information elicited.*

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

- The Library uses appropriate methods of collecting, reviewing, transmitting, storing, and protecting customer information. Any unnecessary information is shredded or deleted from the applicable database(s) when it is no longer required for the purposes of conducting the Library's business. As of July 2016, customer data on the Integrated Library System (ILS) is now stored with SirsiDynix in the Cloud on a secure data centre in Canada.
- The Library is also compliant with Canada's Anti-Spam Legislation (CASL), ensuring that no commercial electronic messages are sent to customers who have not opted in to receive such messages. Sign up for communications such as MPL's eNewsletter requires double opt-in per CASL. The Library's [Anti-Spam Compliance Policy](#) is posted on the MPL's website and readily accessible to customers.
- MPL, through its integration of ITS with the City of Markham, is further governed by the City's privacy and security measures with respect to integrated systems – this includes security and privacy measures on branch public access computers, MPL's website and client-facing catalogue, and other web based applications and databases
- Staff completed penetration testing in September 2021 to verify the security standards on our website and ensure MPL was not vulnerable to intrusion by bots or other security breaches
- Since 2020, MPL has been requiring contact tracing for customers entering the branches to access services – MPL uses SimpleTrack, the contact tracing and active screening application which is the City of Markham standard for all public facilities. This application collects data

under strict data retention guidelines and ensures the secure storage and destruction of client information.

- With the introduction of proof of vaccination requirements at the branches, MPL does not retain customer data, including vaccine status, at any location.

**3. POLICY LIMITATION:** *The CEO shall not allow customers to be unaware of what may be expected from the service offered.*

**CEO RESPONSIBILITY and EVIDENCE of COMPLIANCE:**

- In April 2020, MPL launched its new website – this tool includes access to enhanced customer service features to explain and promote MPL's services and their use
- All MPL relevant customer policies and procedures are available through the library's website
- MPL maintains procedures related to the communication of service interruptions or service changes to ensure the necessary information is relayed to customers promptly to enhance their ability to use and enjoy the library
- Given the modified services offered since March 2020, MPL launched a section of the website specifically to reopening – this provides customers with all the information necessary to safely and efficiently access services.
- With the launch of this new website, staff have developed additional online learning content to provide instruction on library services such as the makerspace technologies.
- Staff have been engaged in the development of a dynamic website and social media content to promote and provide instruction on library services – this includes instructional videos on accessing services online as well as in the branch
- MPL is currently developing a new version of its service guide for new members to access digitally in the branch and online – this guide will be available in multiple languages and meet accessibility standards online. This tool will provide access to borrowing policies and service information
- In November 2020, staff developed a new organization-wide Intranet to provide better user experience and ease of use for staff. This will ensure staff are able to support customers more efficiently and effectively in retrieving information during service interactions.
- MPL's Service Excellence Department launched askMPL, a virtual chat service to support customers' information needs during the pandemic. Following the success of the service, the team is adapting askMPL as part of the return to in person service and provides customers with opportunities to connect remotely with library staff to respond to a range of service related questions and library instruction

**4. POLICY LIMITATION:** *The CEO shall not allow customers to be unaware of this policy or unaware of a grievance process for those who believe they have not been accorded a reasonable interpretation of their rights under this policy.*

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

- This policy is available on the Library's website and in hard copy at each branch. In addition, customers are encouraged to voice their complaints through any medium with which they are comfortable (i.e. in person, over the telephone, online, by mail or email). All feedback is taken seriously and responded to in a timely manner.
- MPL's Complaint Resolution Process details an escalation process whereby customers are given the opportunity to take their concerns/complaints to the next level as necessary.
- Complaints are also tracked via an online database that allows MPL to track the number of complaints, complaint type, and average resolution time.



- An on-going online Customer Satisfaction Survey also provides customers the opportunity to provide comments and feedback on the Library's policies, procedures and processes. Annually, the Library has over 2,000 customers completing our Customer Satisfaction Survey. Comments are reviewed regularly by management and handled accordingly.
- Customer Satisfaction scores for overall customer satisfaction are based on user surveys of branch-based services including service delivery, facilities and collections. Traditionally annual average scores are typically in the high 80% in 2019, for instance, the annual average satisfaction rating was 89%.
- Throughout the closures, MPL conducted customer satisfaction surveys on users of the askMPL chat service, and received approximately 1500 responses for 2021 YTD. Of these responses, 95% of users reported that their information need was met, with an overall satisfaction rating of 93.6%

**5. POLICY LIMITATION:** *The CEO shall not operate facilities without appropriate accessibility, privacy, safety, and cleanliness.*

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

- Reports regarding issues related to this executive limitation can be found in the CEO's Highlights on a regular basis.
- MPL has been working with the appropriate departments at the City to ensure that all facility projects incorporate and meet accessibility guidelines as per the *Accessibility for Ontarians with Disabilities Act (AODA), 2005*. With respect to existing facilities, MPL will be working with the City to conduct any required retrofit work to ensure compliance by 2025 as stipulated within the Act.
- MPL recently participated in the City-wide Accessibility audit and will be part of the implementation of recommendations throughout 2021, including the development of accessible service policies and standards city-wide
- Beginning in December 2021, MPL will be updating its three year Accessibility Plan
- Staff work closely with the cleaning contractor (in stand-alone facilities) and with the community centre staff (in shared use facilities) to ensure that the appropriate level of cleaning and maintenance is provided. Cleaning protocols have been enhanced throughout the pandemic
- In delivering modified service throughout 2020, staff developed a robust protocol for maintaining the cleanliness of the service areas and ensuring all high contact surfaces are disinfected regularly. These protocols have been developed in collaboration for the City of Markham to ensure they represent best practice for minimizing the risk of COVID19 transmission.
- The protocols mentioned above are included in MPL's COVID Safety Plan. This document features a robust risk analysis on all MPL's physical services to assess the risk related to COVID and implement appropriate mitigation strategies. Additionally, this safety plan includes protocols to manage cleaning, use of masks, contact tracing, active screening, proof of vaccination, suspected or actual cases of COVID on staff or in the branch, and de-escalation strategies for customer conflicts related to COVID protocols.
- MPL has provided significant H&S related training to staff throughout 2020-2021, with a focus on COVID-related safety, safe work practices and ergonomic safety and mental health in the workplace. This training has helped to support staff with delivering curbside and other modified services, as well as the transition back to an in-person service environment

6. **POLICY LIMITATION:** *The CEO shall not allow access to inappropriate material on the Internet.*

**CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:**

- The Library's Internet policy is available on the Library's website, and on the Library's public access workstations. It incorporates, by reference, the Rules of Conduct and the Wireless Internet Access Policy, which includes expectations for acceptable use and related consequences for inappropriate use.
- The policy is reviewed annually to ensure relevance.
- Customers must read and accept the Internet Use Policy when logging into the Library's public access computers.
- Filtering is provided on Children's PCs to ensure that children are not subjected to inappropriate material while surfing the internet.
- Staff have developed a *Complex Customer Service Strategy* to focus on how staff can intervene in challenging service interactions – this strategy includes training on intervening in situations where customers access inappropriate content online

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Diane Macklin, Director, Community Engagement

DATE OF MEETING: November 22, 2021

SUBJECT: **December 2021 & January 2022 Library Programs**

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### RECOMMENDATION:

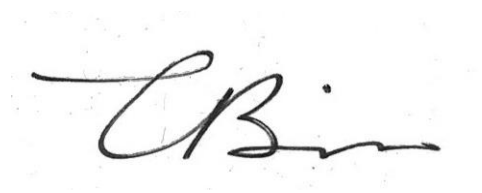
**That the report “December 2021 & January 2022 Library Programs” be received.**

### BACKGROUND:

Board member attendance at Library and community events has several positive benefits. The Public Library Act directs library boards to provide library services that reflect the unique needs of their community. Attending community events as a member of the Board enriches Board understanding of the diversity of interests of the community, gives community members opportunities to interact with the Board, and shows Library support for community initiatives. We look forward to the time when this interaction will be possible once more.

Due to the quickly changing nature of programming at this time, notice of upcoming programs will be provided to the Board on a more frequent basis, either in a Board package or by e-mail.

Contact [mplcommunitylibrarians@markham.library.on.ca](mailto:mplcommunitylibrarians@markham.library.on.ca) for assistance in registering for a program or using the various platforms. Unless otherwise indicated all programs are offered free of charge.



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Catherine Biss  
CEO & Secretary-Treasurer

Attachments: Appendix “A” December 2021 & January 2022 Library Programs

## LIBRARY PROGRAMS

### December 2021 & January 2022



## DECEMBER 2021 & JANUARY 2022 LIBRARY PROGRAMS

These months Markham Public Library is offering dozens of unique virtual programs. Working with our community partners we have something for everyone from business and entrepreneurship to wellness, preschooler to seniors. See our current list of program offerings below or visit our website at [markhampubliclibrary.ca](http://markhampubliclibrary.ca) (click on [What's On](#)) to see our most up-to-date offerings. Email [mplcommunitylibrarians@markham.library.on.ca](mailto:mplcommunitylibrarians@markham.library.on.ca) for more information about these programs or to register.

### Education & Lifelong Learning

#### **Value-able Education: Finding the best affordable U.S. university options**

With over 4,000 universities and colleges in the U.S., finding that high-quality "bargain" can feel like looking for a needle in a haystack. In this program, education coach Imbert Fung from Future Reach Education will share several categories of scholarships and tuition discounts that make U.S. universities attractive options. He will also highlight specific U.S. schools that offer favourable tuition treatment to applicants from Canada.

Saturday, January 15 12:00 PM

#### **Family Literacy Day**

Family Literacy Day is held annually on January 27<sup>th</sup> to raise awareness across Canada about the importance of reading and engaging in other literacy-related activities as a family. We will be celebrating Family Literacy Day all week both virtually and in our branches.

*Self-Guided Story Walk:* Visit the library to participate in an indoor story walk as a family.

*Scavenger Hunt:* Participate in a scavenger hunt that will help you explore the many resources available at the library.

*Storytime:* Our Family Storytime will introduce you to great children's books and activities that can be used at home to develop your child's language and pre-reading skills. Join us at Markham Village Library at 10:00 am on Thursday, January 27<sup>th</sup>

*Virtual Storytime:* Not yet comfortable coming to our in-person storytime? Join us virtually for an interactive storytime on Thursday, January 27<sup>th</sup> at 2:00 PM.

*Virtual DIY Story Cube Workshop:* Have you ever wondered how an author writes a story? To celebrate Family Literacy Day we're inviting children from 7 to 12 years and their families to learn about the elements of storytelling. We'll be playing fun games that stretch your imagination and using story cubes to create epic stories. Join us virtually on Thursday, January 27<sup>th</sup> at 4:00 pm

## LIBRARY PROGRAMS

### December 2021 & January 2022



*Financial Literacy Workshop for Children:* During this workshop, children 7 to 10 years will have an opportunity to work with their family to explore ways to manage their money. Join us virtually on January 27<sup>th</sup> at 6:00 PM.

## Home & Family

### Boundary Setting

Do you find it difficult to set boundaries? Setting boundaries is a crucial part of life and an important aspect of self-care. Join us for this presentation by the Women's Support Network as we discuss the importance and the how-to of setting healthy boundaries.

Thursday, January 20 6:00 PM

### Housing, Landlords & Tenants Rights

Join us to gain an understanding of the Eviction Prevention Program, legal obligations of landlords and tenants and bill changes that may impact you.

Tuesday, January 11 7:00 PM

### Goal Setting for the New Year

As the pandemic continues, we are faced with mapping out our lives in this new normal. We each have to identify what is meaningful to us and turn that into individual goals. These goals may include work, relationships, or health, but they should be carefully selected to be both rewarding and attainable.

Wednesday, January 19 7:00 PM

## Wellness

### Flex and Stretch Yoga

Let's chill and unwind in this wonderful Flex & Stretch Yoga session from Markham Yoga. Using active and passive stretching we will focus on the breath and releasing tension throughout the body as we stretch, leaving you a little stronger, more flexible and mindful. This program is facilitated through Zoom.

Mondays, December 6, 13, January 10, 17, 24, 31 7:00PM

### Meditate & Melt the Stress Away

Join us every Wednesday for a guided virtual meditation workshop led by an instructor from Markham Yoga.

Wednesdays December 1, 8, 15, January 12, 19, 26 8:15PM

### Hatha Flow

Hatha Flow, presented by Markham Yoga, offers an energizing class to build strength, increase flexibility and create mental clarity.

Saturdays, December 4, 11, 18, January 8, 15, 22, 29 9:30 AM

## LIBRARY PROGRAMS

### December 2021 & January 2022



#### **Yoga in Gujarati**

Join us each week in a fluid moving yoga class ideal for beginners, for our Gujarati speaking community led by Markham Yoga newly graduated teachers. This 30 minute class will be instructed primarily in Gujarati.

Sundays, December 5, 12 10:00 AM

#### **Yoga in Hindi**

Join us each week in a fluid moving yoga class ideal for beginners, for our Hindi speaking community led by Markham Yoga newly graduated teachers. This 30 minute class will be instructed primarily in Hindi.

Sundays, December 5, 12 10:40 AM

#### **DIY and Essential Oils**

Wondering what you should be giving friends and family for the holidays? Join us to learn how to make great gifts that incorporate essential oils. These gifts will not only be cost effective but have amazing health benefits.

Thursday, December 9 8:00PM

### **STEAM and Tech**

#### **3D Printing Introduction: 3D Modeling with Tinkercad**

Creating a 3D model is easier than you think! Join us for a practical introduction class on 3D modeling and designing using Tinkercad. You will learn the basics of 3D design using Tinkercad such as modifying and editing an object, learn how to add supports and how to convert and format your file to enhance printing success. This course is more advanced than our Introduction to 3D Printing for Teens & Adults.

Wednesday, December 1 7:00 PM

#### **Canva: Easy Ways to Make Your Design Look Professional**

Have you ever had trouble creating your own design? Whether it's a poster, business card, or even a wedding invitation? Canva is the perfect tool for beginners to help create professional look designs for your business, brand or lifestyle.

Tuesday, December 14 7:00 PM

#### **Introduction to 3D Printing for Children**

Are you interested in creating 3D objects? If so, join us for an introduction on the basics of 3D design and a demonstration of modelling using TinkerCad – a free online platform that allow users to design their 3D objects for printing. This class is intended for children 8-12 years old.

Wednesday, December 8 4:00 PM

Wednesday, January 12 4:00 PM

**LIBRARY PROGRAMS**  
**December 2021 & January 2022**



**Introduction to Adobe Photoshop**

If you can think it, you can make it with Adobe Photoshop, one of the best imaging and graphic design software. In this step-by-step tech workshop, participants will explore Photoshop and learn the basic functions of the software.

Tuesday, December 14 7:00 PM

**Introduction to 3D Design for Teens and Adults**

Are you interested in creating 3D objects? If so, join us for an introduction on the basics of 3D design and a demonstration of modelling using TinkerCad – a free online platform that allows users to design their 3D objects for printing. This class is intended for teens and adults.

Wednesday, December 15 7:00 PM

Wednesday, January 19 7:00 PM

**Hoot and Howl**

Whoooo goes there? Join us to learn about owls and coyotes in the Greater Toronto area! Discover their unique calls and amazing nighttime adaptations. This program is brought to you by the Toronto and Region Conservation Authority.

Thursday, January 13 7:00 PM

**Winter Backyard Birds**

The winter season brings a variety of birds to backyards across the Toronto area. This program will introduce common backyard birds, feeder styles, seed mixes, and maintenance.

Wednesday, January 26 7:00 PM

**Business, Finance and Job Skills**

**10 Steps to Retire without Debt**

Participants will learn about debt elimination options so that they can enter their golden years without the shackles of debt.

Wednesday, December 8 5:30 PM

**Job Interview Webinar**

In this workshop, individuals will learn more about teleconferencing/virtual interviews. The session will cover topics such as conducting an effective teleconferencing/online interview, using appropriate body language and speaking voice in a virtual interview and answering behavioural questions effectively.

Thursday, December 9 6:00 PM

Tuesday, January 11 6:30 PM

**Homeownership: Save, Protect and Utilize your Home**

Join us to learn how to save for your home, protecting your home and using your home to build wealth.

Monday, December 13 6:00 PM

**LIBRARY PROGRAMS**  
**December 2021 & January 2022**



**Resume Writing Webinar**

In this workshop individuals will learn how to prepare a targeted, accomplishment-based resume.

Tuesday, December 14

6:30 PM

**SEO Basics for Businesses**

Learn the history of the search engines and how search has evolved over time. Learn the basics of achieving top rankings on the search engines that worked in the past, present and future. The goal of the course is to help business owners get more business from search engines by dominating the free search rankings.

Wednesday, January 12

7:00 PM

**Financial Planning Involving Children**

What accounts can you use to start saving for your children's education? What strategies can you use to save for your children's big events in life? How to provide the gift of protection for your children? This session will cover a variety of ways to save for your children's future while protecting them.

Tuesday, January 18

6:30 PM

**Borrowing 101**

Participants will learn about the various types of financing including secured, unsecured, joint, secondary and short-term/high interest credit.

Wednesday, January 19

5:30 PM

**Employment Insurance Benefits with Service Canada**

In this information workshop, you will learn about Employment Insurance benefits, including the simplification measures, eligibility, and Canada Recovery Benefits.

Thursday, January 20

12:00 PM

**Newcomers**

**English Conversation Circle**

Join the weekly English Conversation Circle, where we practice in friendly small groups led by local long-term residents. The session is brought to you in collaboration with CCSYR through the Library Settlement Partnerships (LSP).

Mondays December 6, 13, January 17, 24, 31 1:30 PM

**Applying for Canadian Citizenship**

Are you planning to apply for Canadian Citizenship? Join us for a two-hour workshop to learn about the process and resources that will help you study for the Canadian Citizenship Test.

Wednesday, December 8

1:00 PM



LIBRARY PROGRAMS  
December 2021 & January 2022



**Tips for a Successful Job Search**

In this workshop, participants will learn how to design a job search strategy. All newcomers are welcome.

Wednesday, December 8 7:30 PM

**Meet the Experts: IT Sector**

Tips from IT & Newcomer's Secrets to Success. Are you looking for a job in the IT Sector? Join us to hear from an HR Specialist about what IT jobs are in demand, qualifications they are looking for, the hiring process. Get tips, advice and hear the personal Success Story of a Newcomer guest speaker. Ask questions to the experts and network!

Monday, December 13 1:00 PM

**Winter Road Safety & Handling Car Accidents (In Mandarin)**

Join the session and learn from a Police Officer from York Regional Police about winter driving and road safety, prepare your vehicle and get ready for winter, how to handle a car accident properly, current York Regional Police services, etc. The session is brought to you in collaboration with CCSYR through Library Settlement Partnership (LSP) and will be facilitated entirely in Mandarin.

Wednesday, December 15 10:00 AM

**Get Ready for Canadian Citizenship (Part 1-3)**

Join us for a three-part workshop that will prepare you for the Canadian Citizenship Test.

January 11, 14, 18 10:00 AM

**Cantonese Songs and Stories**

Join us for an interactive fun-filled session of Cantonese Songs & Stories! Help your child develop early literacy and language skills through songs and rhymes. We will meet on Zoom to give participants an opportunity to practice their language skills!

Wednesday, January 12 4:30 PM

**Navigating the Pandemic Job Market**

Are you looking for a job in the current market? Join us to learn about the new labor market landscape during and after the pandemic and effective self-marketing tools and strategies.

Tuesday, January 18 4:00 PM

**7 Ways to Learn English at the Library**

Learning English can be a challenge, especially if you don't have many opportunities to practice at home. Thankfully, Markham Public Library is here to support all of your language-learning needs. With our physical and online resources, you can learn English all while improving your pronunciation, reading, writing, and conversation skills

Thursday, January 20 7:00 PM

LIBRARY PROGRAMS  
December 2021 & January 2022



**Taxes 101: Canada Workers Benefits & Disability Benefit**

Join us for a series of *Taxes 101* workshops that will answer all your tax-related questions, including why filing a tax return is important, information on different return benefits, and tips for maximizing your return. This session will discuss Canada Workers and Disability Benefit.

Tuesday, January 25 7:00 PM

**Mandarin Songs and Stories**

Join us for a fun-filled session of Mandarin Songs & Stories! Help your child develop early literacy and language skills. We will meet on Zoom to give participants an opportunity to practice their language skills!

Saturday, January 29 12:30 PM

**Reading and Creative Expression**

**Let it Snow! Papercraft Snowflakes**

Make beautiful paper cut snowflakes with guided folding and cutting techniques.

Monday, December 13 6:00 PM

**2SLGBTQ+ and Allies Book Club**

Join us in getting to know one another and deciding together what kinds of books we want to read. At this meeting we will be discussing "Love Lives Here: A Story of Thriving in a Transgender Family" by Amanda Jette Knox. This program is brought to you in partnership with CAYR Community Connections and Gila Munster.

Thursday, December 16 7:00 PM

**Storytellers Meetup**

The Storytellers is committed to creating a thriving literary scene in Markham, with local talent at its heart. Join us for author talks, workshops, conversations about the craft, and more. We welcome writers of all stripes: fiction, non-fiction, poetry, you name it. You'll find community, inspiration, and support.

Thursday, December 16 7:00 PM

**1000 Cranes Community Art Papercrafting**

Join us in folding origami paper cranes in association with the 1,000 cranes art installation at Markham Village Library. This program is intended for children aged 8 or older.

Tuesday, December 28 4:00 PM

**Virtual Reading Buddies**

Reading aloud can boost your child's confidence in reading and improve reading skills. Book a 1-on-1 session to read with a teen volunteer.

Tuesdays, January 4, 11, 18, 25 4:00 PM

LIBRARY PROGRAMS  
December 2021 & January 2022



**Bamboo Papercrafting**

Learn origami basics in making a papercraft bamboo picture or greeting card to celebrate Lunar New Year!

Tuesday, January 18

6:00 PM

**Pandamonium Papercrafting**

Learn origami basics in making an origami panda picture and bookmarks to celebrate Lunar New Year!

Monday, January 24

4:00 PM

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director, Strategy and Planning

DATE OF MEETING: November 22, 2021

SUBJECT: Working Group Presentation to Council Report

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### RECOMMENDATION:

**That the report entitled “Working Group Presentation to Council” be received.**

### BACKGROUND:

#### 2021 Working Group Presentation to Council – Markham Public Library Board Annual Presentation 2021

The annual Library Board presentation to General Committee was successfully completed on November 15, 2021.

The Working Group – Chair Alick Siu, Vice-Chair Margaret McGrory, Raymond Chan, Edward Choi; and Lillian Tolensky – worked with staff to develop the presentation, and served as speakers before General Committee.

As described in the October 9.2 Report “Working Group Presentation to Council”, the presentation was designed and structured as an advocacy opportunity, with visuals on each slide depicting library use and Markham constituents in library spaces both before and during COVID. The presentation (see 9.2 Appendix) emphasized the following recurring themes and perspectives:

- **Alignment with the corporate Strategic Plan** – Building Markham’s Future Together:
  - This alignment was expressed visually and thematically by intentionally using the corporate BMFT Powerpoint template (adapted with the MPL logo), and the BMFT framework of Goals and Objectives;
- **Alignment with municipal priorities** through our annual business plans:
  - MPL’s innovative initiatives (including the Living Lab Library and Trail Hub concepts) were “pitched” by the Board and received with interest;
- **MPL’s strategic focus** as based on the Jim Collins “hedgehog” principles, emphasizing those library services that are unique to our mission and not delivered by anyone else in Markham:
  - This provided continuity from last year’s Board presentation to General Committee;
- **MPL’s evidence-based focus** on mitigating the COVID-driven losses of learning and social capital during COVID:
  - This appeared to resonate with General Committee and its concern with the impact of COVID on its constituents;
- **KPIs** showing efficient use of taxpayer dollars and strong ROI in terms of library visits and collection borrowing.
  - 2019 KPIs for the last “normal” year expressed the Board’s commitment to BMFT Goal 4 – Stewardship of Money and Resources – and provided an opportunity for budget advocacy, with particular emphasis on the 2022 library materials budget.

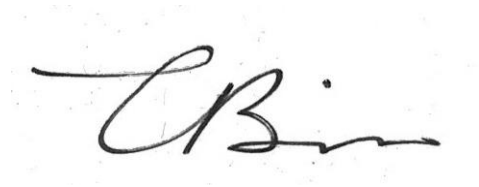
The Working Group is to be commended for their commitment to this process and for their excellent presentation skills. The presentation was followed by an unexpectedly lengthy period of questions and discussion. Topics included:

- Several statements of appreciation for the Library Board and staff;
- Council surprise about the number of people “beating on the door” and wanting libraries to open sooner;
- Pricing models for ebooks;

## AGENDA 9.2

- Appreciation for the Library's alignment with BMFT, which allows Council to leverage multiple City initiatives;
- Appreciation for the Library's strong KPIs in terms of value received at a lower-than-average cost in terms of tax dollar per capita;
- Interest in the Living Lab Library concept, and a request for more information, including global examples;
- Encouragement to partner with York University Markham.

General Committee minutes will be shared with the Board, once available.

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

Catherine Biss  
CEO & Secretary-Treasurer

**APPENDIX: 9.2** Markham Public Library Board: Annual Presentation 2021 (with speaking notes).



# Markham Public Library Board Annual Presentation 2021

General Committee  
Monday, November 15, 2021



1

Good day, everyone.

Let me begin by thanking you for this opportunity to briefly share the Library's journey in supporting the community and its quality of life through a very difficult year.



Introducing the Board Presentation Team – along the top row here:

Alick Siu, Chair,  
Margaret McGrory, Vice-Chair,  
Lillian Tolensky,  
Raymond Chan and  
Edward Choi.

We are ably supported by our fellow community members:

Pearl Mantell  
Iqra Awan  
Ben Hendriks  
David Whetham, and  
Jay Xie

And also our 3 Councillor members, who advise and counsel the Board from the Council perspective.

Councillor Andrew Keyes  
Councillor Keith Irish; and

## Deputy Mayor Don Hamilton.

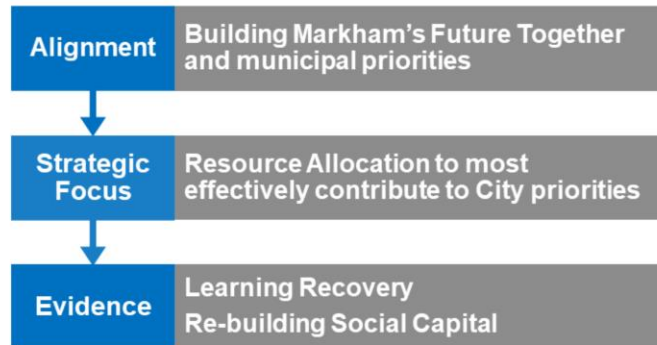
We come from different backgrounds and different neighbourhoods of Markham.  
But we share a belief in the unique power of libraries to advance:

- Lifelong learning for all
- Essential literacy skills
- To give everyone the chance to succeed in life.





## Strategic Themes



Several themes running through this presentation reflect the principles that guide Board decision-making.

- Alignment with BMFT and municipal priorities.
- Strategic focus based on the well-known Jim Collins principles and the wheelhouse concept.
- Allocating library resources based on clear and authoritative evidence

During the prolonged COVID period, this means we are focusing on evidence about:

- The Learning Crisis and Learning Recovery; and
- Community Recovery and Re-building Social Capital in our library spaces.

# Strategic Focus

**Our Passion: What we stand for and why we exist.**

**What We Are Best At: Our unique contribution to the community.**

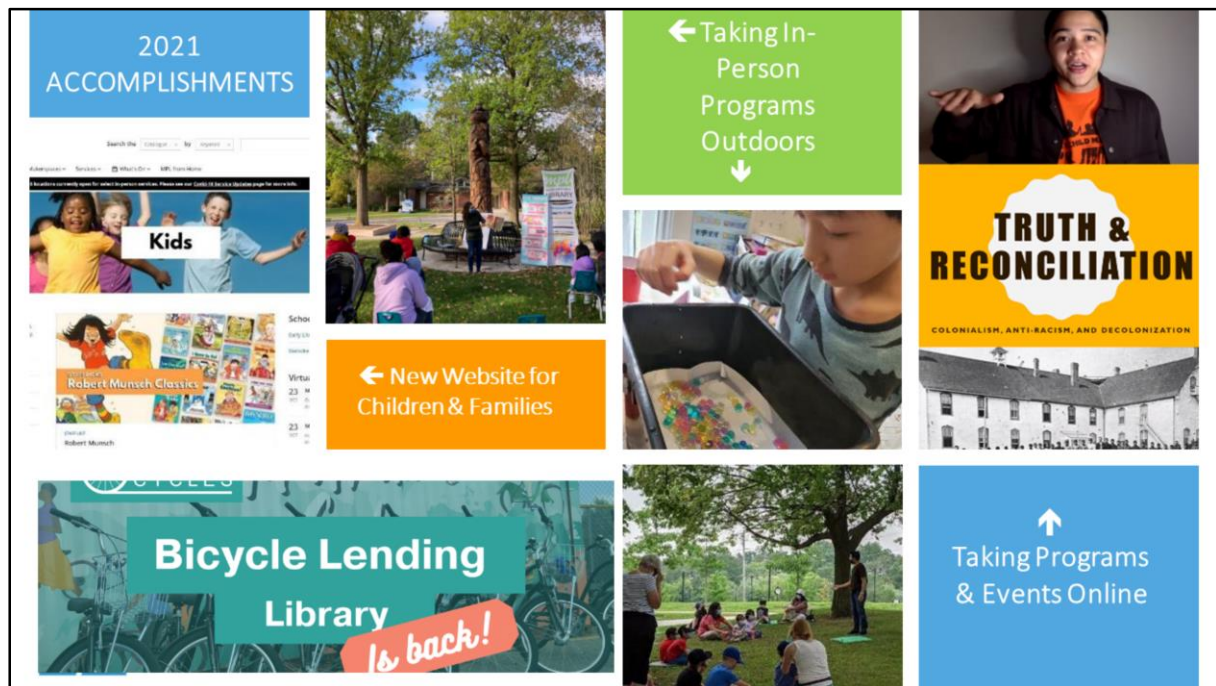
**Our Engine: What best drives our time, funding, and where we can most effectively contribute to City priorities.**

4

A few more words about strategic focus and the Jim Collins principles that guide the Board's thinking and decision-making

The key criteria for prioritization are where three things intersect:

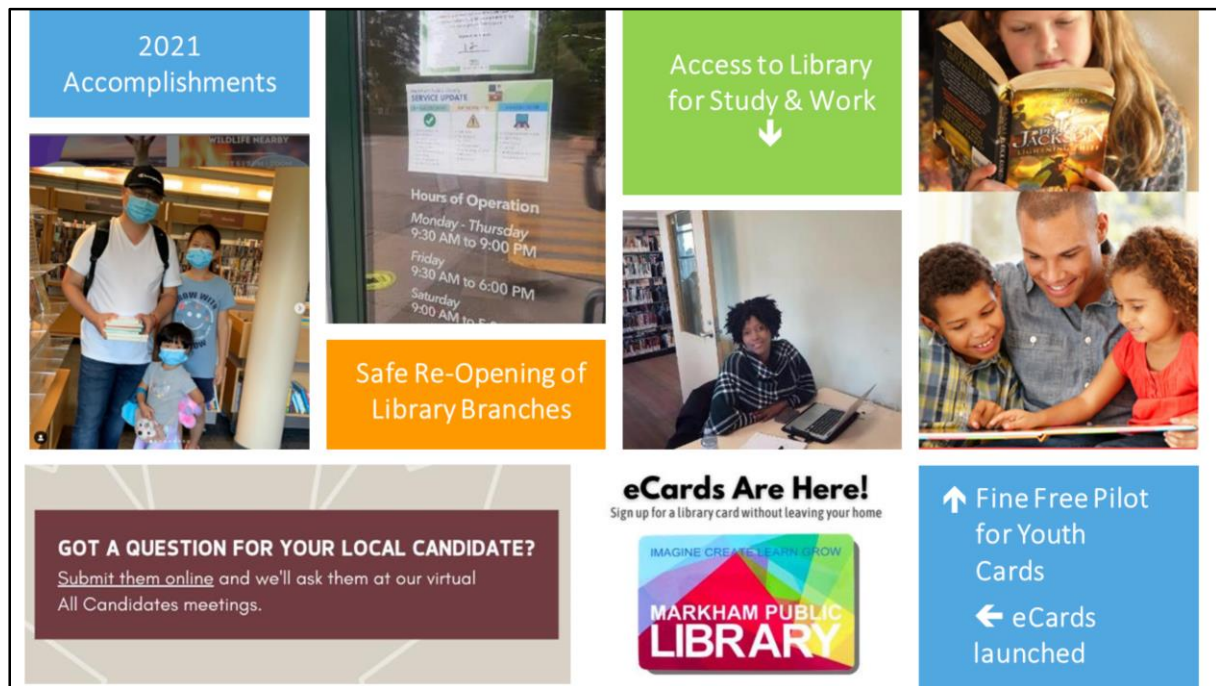
- Our Passion: What we stand for and why we exist..
- What We're Best At: What we can uniquely contribute to the community; and
- Our Engine: What best drives our time, funding, and where we can most effectively contribute to City priorities and make the greatest difference to our community.



This strategic focus in has resulted in some 2021 Strategic Accomplishments that have supported Markham through the COVID crisis.

Despite branch closures and service restrictions, we have focused on helping students and parents keep learning in the face of school closures and the challenges of online learning.

- We launched a new webpage for children and their parents to support online education and guide them to the library's digital resources.
- Over the summer, we took programs like storytime and Steam education outdoors.
- We supported bike lending operations to help people enjoy the outdoors.
- We launched our Pilot of fine-free library cards for youth, to lower barriers to accessing library resources.
- We used Zoom to continue important community conversations such as building awareness of Truth & Reconciliation.



As we move into Q4, we are focused on the safe re-opening of our library branches, and bringing the community back inside our doors.

As the weather turns colder, indoor spaces will be critical in breaking the cycle of social isolation.

At the same time we will continue to promote our e-library cards and access to our digital resources.

Looking forward, we see an ongoing blending of digital and “real-life” spaces and services.



## Lessons Learned During COVID



**As a Board, we've learned from the Covid experience.**

**1. We learned to listen carefully to public health in re-opening branches and lifting service restrictions.**

In moving from curbside service to the gradual reopening of branches, the Board is aligned with City policies for all public facilities in Markham.

**2. We also learned about the surprising resilience of demand for library physical materials.**

Despite closed stacks, and access only through placing holds, and despite digital alternatives, the borrowing of physical items continues to be strong.

We've also heard that Markham's library materials have been a

lifeline for many during Covid – for seniors coping with social isolation and mobility issues, for those on fixed incomes, and for households struggling financially through tough times.



Our 2021 YTD performance numbers show the expected impact of COVID:

- A spike in use of digital content, with eCirculation at almost 817,000
- As mentioned, unexpected strength in terms of circulation of physical library materials, along with holds/reserves.

With only 2 branches offering curbside service for most of the year, physical visits are low.

However, taking the long view, and noting the provincial re-opening policy, we anticipate a return to growth in 2022.



# The Last “Normal” Year 2019

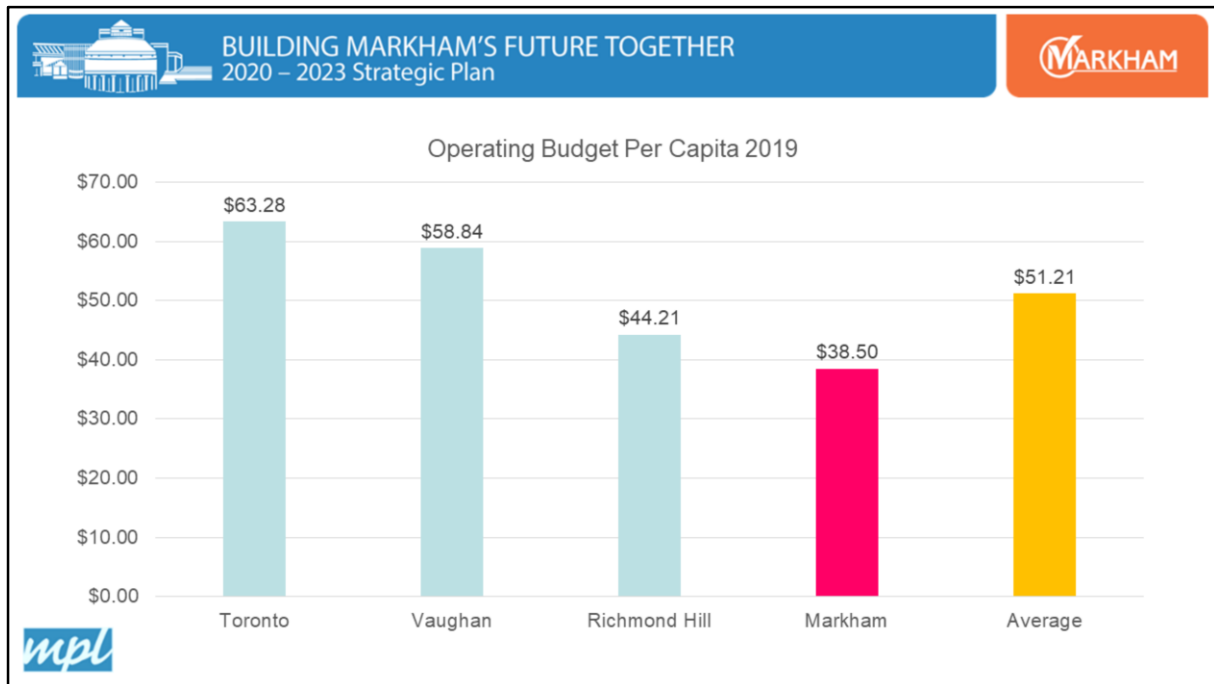


9

Our reference point for a return to growth is 2019, our last year of normal stable operations before COVID arrived.

- All eight branches open 7 days a week, with full access to library spaces and materials.
- No service disruptions or branch closures.

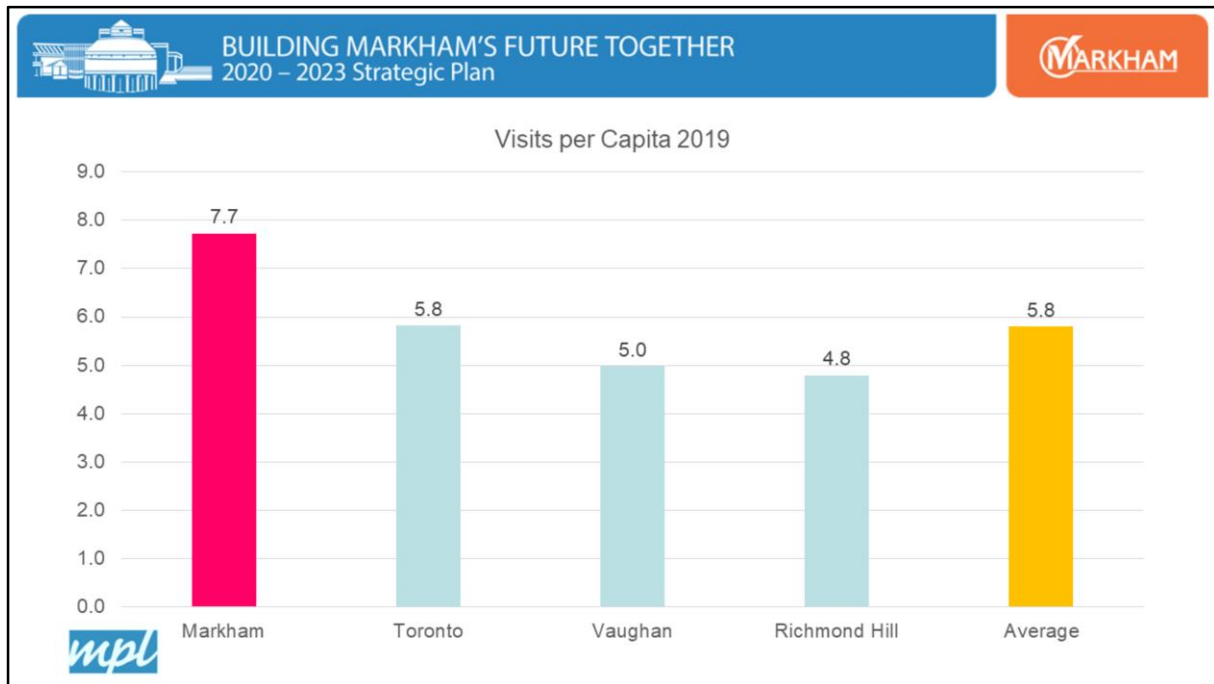




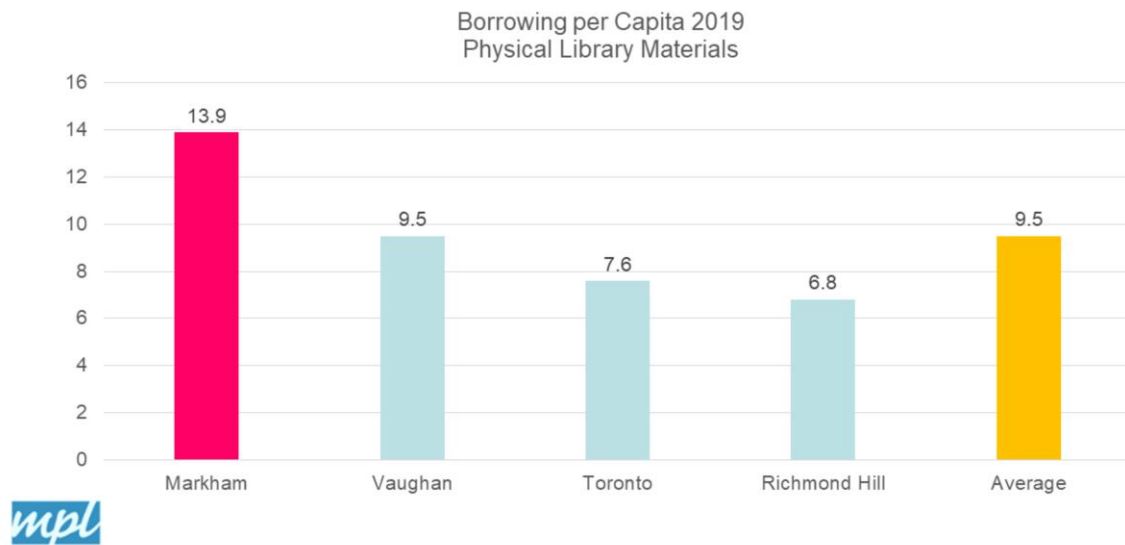
This is what “normal” looks like for Markham Public Library.

KPIs that show we are one of the most efficiently operated library systems in Canada.

With the lowest operating budget per capita.



At the same time, Markham is the most heavily used system in terms of physical visits by constituents to library branches.



And library materials are also heavily used, driving the highest rate of borrowing per capita, and strong Return on Investment for funding of library materials.

It is also an indicator of how much residents value their libraries and their collections.



# Getting Back to Normal



13

2019 sets the bar for getting back to normal in 2022.



And getting back to library branches that serve their communities with spaces for the kind of human face-to-face interaction that is critical to for personal and community health.



## 2022 Business Plan



15

So let's look forward to 2022 and our preliminary Business Plan.

While the future is uncertain, and everyone is still finding their way through this, we know that:

- We will continue to prioritize based on where we can allocate our key strengths and areas of expertise most effectively.
- We will continue to adapt operating conditions based on the advice of public health experts.
- We will continue to develop an multi-channel service strategy" with a mix of digital and "in real life" services and content.



## GOAL 1 - Exceptional Services by Exceptional People

- Launch Perfect Mind - Program Registration and Facility Booking System



Pursuant to BMFT Goal1,  
The Launch of Perfect Mind for Program Registration and Facility Booking will be a digital game-changer in terms of making services exceptional when it comes to program registration and facility booking.

- Providing a tool that will improve convenience, efficiency and satisfaction for both residents and staff.





## GOAL 1 - Exceptional Services by Exceptional People

- Digital training for community
  - access to online services
  - online voting
- Launch new Digital Media Lab
  - creative digital skills



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Pursuant to the Digital Markham Strategy:, the Library will continue to deliver:

- Digital training for the to support access to online services and online voting.
- We also look forward to launching new Digital Media Labs – with more focus on hands-on development of musical and other creative digital skills.





## GOAL 2 - Engaged, Diverse, Thriving and Vibrant City



18

Based on current COVID data trends, it looks like 2022 will see a return to advancing Markham as an Engaged, Diverse, Thriving and Vibrant City.

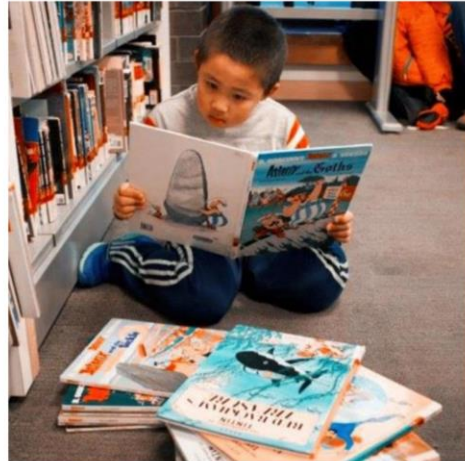
We have a new provincial roadmap, with gradually increasing capacity limits. We hope that

- By next March we will be in a position to turn on the lights and restore library services at all our branches.
- Return to full service hours.
- And welcome our diverse community back to engage in building learning and social connections in facilities we take pride in.



## GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

- Advance education/learning recovery
- Leverage the ROI of collection budgets to our community
- Re-ignite volunteer recruitment and training



Once fully open, we will resume in-person delivery of programs focused on recovery of learning and literacy loss;

- Leveraging the ROI of collection budgets to our community; and
- Re-igniting volunteer recruitment and training for literacy programs such as Reading Buddies.



## GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

- Implement Markham's Diversity & Inclusion action plan, including curated collections and programs focused on building awareness of Anti-Black Racism and Indigenous peoples



Red Dress Project: building awareness of missing and murdered Indigenous women, girls and 2 Spirit+ people (MMIWG2S+)



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We will also support the implementation of Markham's updated Diversity & Inclusion action plan, including curated collections and programs focused on building awareness of Anti-Black Racism and Indigenous peoples.

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### NOTES/FAQS:

Picture: July 25 2021

Red Dress Project

To build awareness of missing and murdered Indigenous women, girls and 2 Spirit+ people (MMIWG2S+), and draws attention to the systems that increase vulnerability of Indigenous women.

Implementing the 231 Recommendations for MMIW/girls, 2SLGBTQQIA

Community Organizer: The Giving Tree Unionville (a group of youth dedicated to helping local cause)



## GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

- Develop the Living Lab Library (LLL) concept in Markham Centre
  - Anchor for a future Civic Square.
  - Convergence of arts and business



Thinking about Markham Centre, we're in the early stages of developing the concept of a Living Lab Library (LLL).

As you know, the creation of a living lab is a recommendation of the Digital Markham Strategy.

The Library hopes to develop this concept as a place that could potentially serve as an anchor for a future Culture Precinct and New Performing Arts Centre at a future Civic Square in Markham Centre.

We envision community space for the creative sector to commercialize and promote their work, and drive a convergence of the arts and business.





## Living Lab Library Concept

- Advancing Strategies
  - Digital Markham Strategy “Living Lab” Goal
  - Economic Development
  - Destination Markham
- Partnering with Culture, Economic Development, and other stakeholders.

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The Living Lab Library Concept has the potential to advance several corporate strategies, including Digital Markham, Economic Development and Destination Markham.

We hope to explore the Living Lab concept through partnering with Culture, Economic Development, and other stakeholders.

As a next step, staff are developing a business proposal to take to the Leveraging Technology Committee, positioning the LLL opportunity as a significant innovation that could put Markham at the forefront of municipal innovation. The business proposal will recommend bringing together a range of stakeholders and partners.



### GOAL 3 - Safe, Sustainable and Complete Community

- Support the Active Transportation Master Plan and bike culture through partnership with Markham Cycles



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In 2022, we hope to continue to promote cycling culture and alternative transportation modes through our partnership with Markham Cycles.

And take this partnership to a new level.....



### GOAL 3 - Safe, Sustainable and Complete Community

- Leverage existing library branches as accessible information hubs for cyclists and pedestrians using the Markham trail system and the Rouge National Urban Park (RNUP)



24

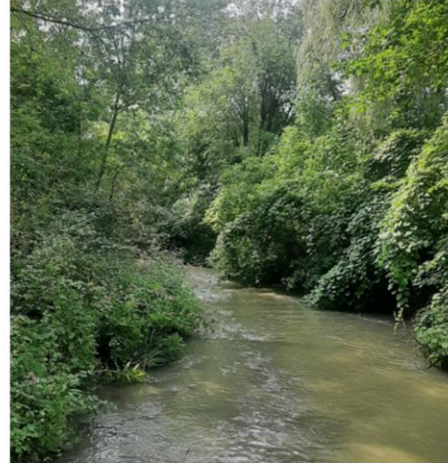
Noting the popularity of trails with cyclists and walkers,, we hope to:

- Position and leverage existing corporate assets – the Unionville and Markham Village branches as accessible information hubs (with parking and washrooms) for cyclists, runners and pedestrians using the Markham trail system and accessing the Rouge National Urban Park (RNUP).
- This could be an opportunity to cross-promote several of the City's outstanding community assets – its libraries, its trails and its proximity to the Rouge Park.



### GOAL 3 - Safe, Sustainable and Complete Community

- Promote and develop informational programs (such as Story Walks) and content for trails and the RNUP



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This Trail Hub project would also include

- informational programs (such as Story Walks) and new content for the trails and the Rouge Park regarding, for example, the native flora and fauna, and the history of indigenous presence along the Rouge River.





## GOAL 4 – Stewardship of Money and Resources

- Partner with Recreation in the Indoor Public Space Study for Intensification Areas
  - Develop a corporate process for evaluating public and private sector partnerships and business opportunities related to facility provision in Intensification Areas



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Regarding Goal 4, Stewardship of Money and Resources, the Library looks forward to working with Recreation to study options for the provision of Indoor Public Space in Markham's Areas of Intensification.

This would include developing a corporate process for evaluating public and private sector partnerships and business opportunities related to facility provision in Intensification Areas like Markham Centre.



## GOAL 4 – Stewardship of Money and Resources

- Maximize Return on Investment (ROI) on capital and operating budgets through judicious allocations aligned with and linked to success of municipal priorities.



27

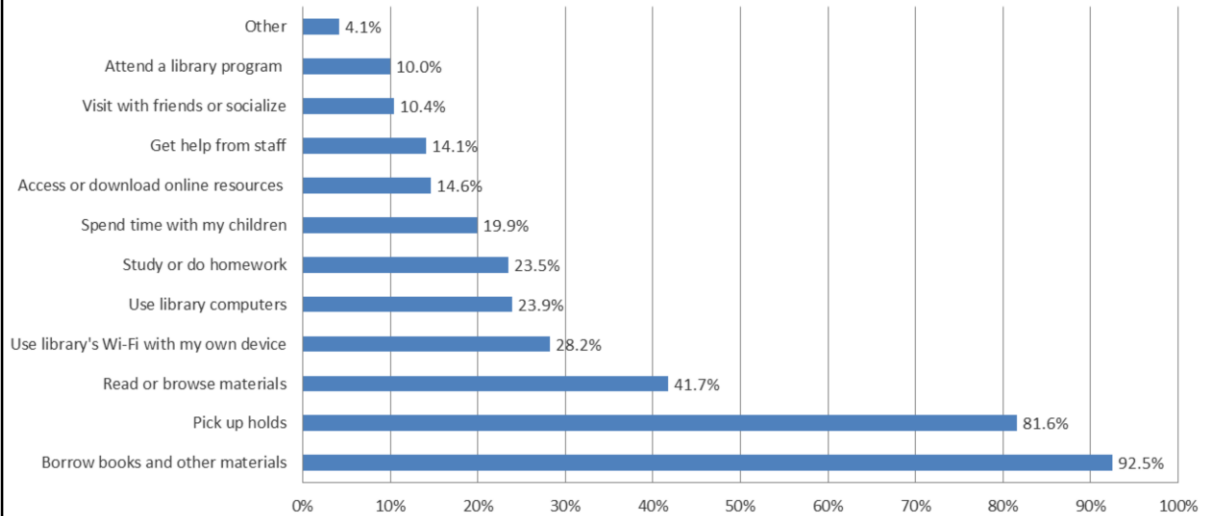
Finally, in the context of stewardship of money and resources, we'd like to focus on library materials, and how the Library carefully aligns budget allocations with municipal success.

The library has a strong track record in maximizing Return on Investment (ROI) on the library material budget.

But this work has become more complex in recent years, due to the emergence of ebooks and other digital formats.



**What do you typically do when you visit the Library? Check all that apply.**



This work starts with community consultation. Our strong track record in using the library materials budget to achieve high results and advance municipal priorities starts with listening to your constituents. This ensures we align with the high value that taxpayers place on library materials.

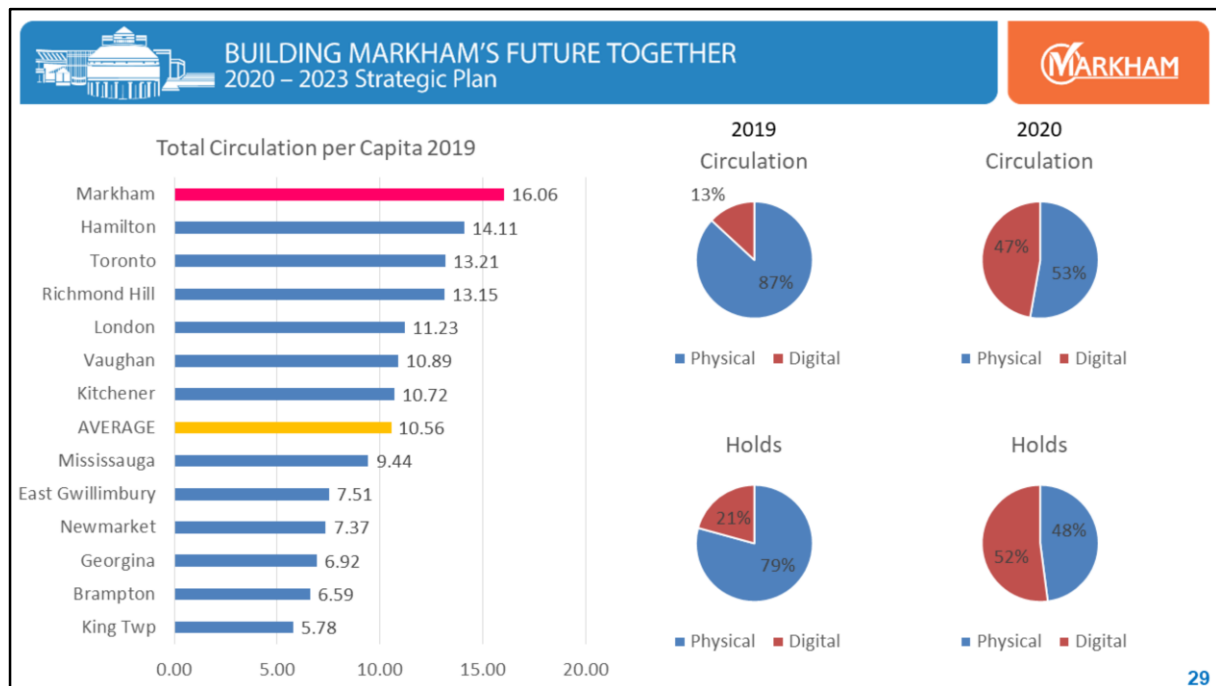
Just before COVID struck in 2020, we ran a survey showing that accessing library materials was the top-ranking activity for library users, whether for borrowing, reading or browsing.

It's clear that many residents value their library materials. They value having the latest publications on topics of the day. They take pride in library materials that are up-to-date and in a range of languages that meet their needs.

In “normal” times, they report high levels of satisfaction with library materials, and a relatively low level of complaints.

## NOTES/FAQS:

In a recent survey in 2020, in which we had 2500+ customers respond, 92.8% of respondents selected “borrow books and other materials” as something they typically do when visiting the library. 41.7% of them selected read or browse materials. And 81.6% selected “picking up holds.”



Staff pay close attention to Key Performance Indicators.

In 2019, for physical and digital materials, Markham had one of the highest circulations per capita of any library in Southern Ontario at just over 16 items borrowed per year, per person. Compared to Toronto at 13 and the average of about 10.5, Markham residents are getting exceptional value for the amount of money spent on collections.

Comparing 2019 to 2020, we also see the COVID shift in usage from physical to digital, as previously noted.

Using 2019 data as the most recent year of normal service, we see that 87% of our overall circulation was physical whereas 13% was digital. For holds, we see a similar pattern with 79% of our overall holds being physical and 21% being digital.

In 2020, which was an anomalous year due to COVID we see the stats shift dramatically with close to a 50/50 split between physical and digital for circulation and holds.

As of May 2021, the Library has seen an **increase of over 66% in digital circulation** over the

same period in 2019, a huge increase due in part to COVID 19.

BUILDING MARKHAM'S FUTURE TOGETHER 2020 – 2023 Strategic Plan		MARKHAM	
		Retail Price	
Hardcover	\$24.75	\$21.49	\$34.71
eBook	\$16.99	\$14.99	\$14.99
		Library Price	
eBook	\$36.99 (26 checkouts)	\$60.00 (24 month)	\$59.99 (24 month)
eAudio	\$139.96	\$94.99	\$127.12 (24 month)

30

We've talked before about the challenges of ebook pricing for libraries.

Here are some recent publications, showing the differential in pricing for retail and public libraries.

Ebooks continue to cost more for libraries than they do in retail.

#### NOTES:

Here we have a comparison of retail pricing vs library pricing. We don't have the retail price for audio books listed because the public generally gets access to audio books via a subscription such as Audible rather than purchasing individual audio books.

The library typically pays an average of \$26.24 for our physical books. This includes everything from board books or easy readers to our large print or heavy non-fiction.

The price of ebooks can vary greatly for the library. It can be more than 5x higher than the retail print price as well as being licensed for a maximum of 2 years. On top of that, the typical ebook does not allow simultaneous borrowing by library customers. We are still only able to lend each copy we purchase out 1 at a time.

Many publishers have made the move to licensing their content in the past 3-5 years. Typically, this means that the library has to repurchase material if there is still customer demand after the allotted time or number of checkouts has elapsed. While some publishers have opted not to license their material, they instead tend to charge significantly

more.





## Balancing Digital and Physical Items

CONSIDERATIONS	EBOOKS & EAUDIOBOOKS	PHYSICAL BOOKS & AUDIOBOOKS
COST	Restrictive pricing models and high prices set by multinational publishers <ul style="list-style-type: none"><li>• Higher cost per unit</li><li>• Higher cost per use</li><li>• Ebook/Eaudiobook costs are in US\$ - subject to fluctuations in exchange rates</li></ul>	Stable unit costs, subject to inflation rates Lower cost per unit Lower cost per use
AVAILABILITY TERMS	Limited term licenses with term caps by # of uses or 2 years maximum	Indefinite availability Library discretion/control over timing of withdrawal
AUDIOBOOKS	Pay-per-use subscription services	Stable unit costs Lower cost per unit Lower cost per use

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Expressed in a table, the challenges of finding the best balance of digital and physical materials is summarized here.

Given the cultural importance of the Canadian publishing industry, we don't see any signs of movement in these pricing models at the current time.

While demand for ebooks is strong, in terms of ROI physical items continue to provide the better “bang for the buck”.



## Annual Budgets for Library Materials

CONSIDERATIONS	PRINCIPLES
Equitable Access	Free and equitable access to a broad range of human knowledge, experience, information and ideas
Outcomes	Residents who are more literate, more resilient, more informed, more skilled and knowledgeable, more connected, more workplace-ready and more successful
Ongoing Investment in Capital Assets	Like other aging infrastructure assets, we need to maintain a healthy "State of Good Repair" for library materials. <ul style="list-style-type: none"><li>• Current, accurate, timely, good condition</li><li>• Relevant to residents' current needs and interests</li><li>• Replace "well-loved"/heavily used items of lasting value</li></ul>
Development Charges	Will decline if collection inventories shrink

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The Board is deeply grateful for Council's annual budget support for library materials. This support is critical to ensuring that Markham residents experience equitable access and good literacy outcomes - core principles for all public libraries.

Another perspective is thinking about library materials as capital assets that require ongoing annual investment to deliver excellence to the community:

- Like other aging infrastructure assets, we need to maintain a healthy "State of Good Repair" for library materials. That means, library materials should be:
  - Current, accurate, timely, good condition
  - Relevant to residents' current needs and interests
  - And subject to regular replacement of "well-loved"/heavily used items of lasting value.
- We also note that if collection sizes were not maintained to keep pace with population growth, there would be an impact in the longer term on DC collection for library materials for future branches.



## Literacy Programs



And Library materials are an essential foundation for our many programs that develop literacy for all ages, such as:

- Our reading buddies program for one-on-one tutoring to improve reading skills.
- Our partnership with YPAM
- Our storytimes for younger children
- And many others.



Let's get back to normal in 2022.

Thank you for your time and attention.

Any questions?

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Michelle Sawh, Director, Administration & Operational Support

DATE OF MEETING: November 22, 2021

SUBJECT: **E-Content and Fair Pricing for Libraries**

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### RECOMMENDATION:

**That the Board receives the Board Education Report entitled “E-Content and Fair Pricing for Libraries”.**

Canadian libraries are seeing a tremendous growth in demand for e-books from their users, especially in the wake of the COVID-19 pandemic. In fact, it is the fastest growing area of many libraries' circulations. Unfortunately, libraries are at a disadvantage accessing much of the e-content at a reasonable price. The big 5 multinational publishers (Hachette, MacMillan, Penguin Random House, Simon and Schuster, Harper Collins) treat libraries differently than regular consumers with e-books, unfairly charging substantially more and/or limiting how long libraries can keep titles. In the summer of 2015, Canadian Public Libraries for Fair Ebook Pricing launched a campaign to raise awareness of the high prices multinational publishers charge public libraries for eBooks. The campaign generated extensive media coverage across North America and an active dialogue on social media, indicating strong public interest in addressing this issue. The campaign has evolved over the years and while it has not been very active in the news over the last couple of years, there has been some progress in this matter. The report below provides an overview of the issue for libraries and recent developments in the advocacy for fair pricing of E-Content.

### Licensing and Pricing Models

Unlike with books, where libraries buy physical copies and are then legally allowed to lend them because of the “first-sale doctrine”, libraries, and even regular consumers, do not actually purchase eBooks. Publishers sell digital distribution rights to vendors such as OverDrive, Kindle (Amazon), or the iStore. Those vendors then license the titles to the consumer. Just like you might find a movie on Netflix that you want to watch only for it to disappear a few months later, eBook vendors can remove a book you thought you bought from your account with no warning or recourse. This model also allows vendors to treat libraries as a different class of customer than the general public.

MPL's e-Resources are currently purchased, licensed, or subscribed to on a wide variety of models:

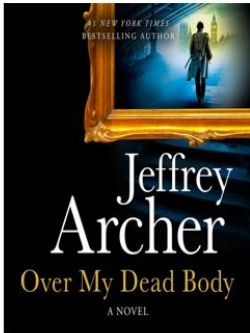
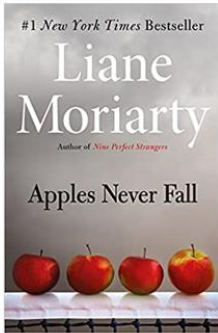
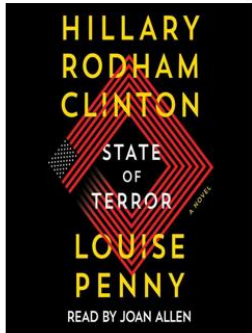
- **Subscription** models allow libraries access to a complete corpus for a set price. This is the case with resources such as Tumble Books and Consumer Reports. The library pays a hosting fee for the digital platform and our customers gain access to all of the content they offer. While there is not usually a maximum number of users who can access this content at any given time, we do have some resources that price their subscriptions based on a given number of allowed concurrent users. These models will turn away users when our maximum is reached. Other subscription models price their content based on the number of active library users or city population. Some also have



## AGENDA 10.1

a flat use rate. This model is also available for some eBooks in OverDrive (the library's main eBook platform). They are called Simultaneous Use and provide the library with the option of subscribing to a title for either a set number of checkouts or a specific time period during which customers can check the item out without any wait lists.

- **Pay per use** models are exactly what they sound like. The library pays a fee each time a customer checks out an item. This is the case with almost all material available via Hoopla and Kanopy (this is the reason for the content credits on those sites). Pay per use is also a model that is available for some titles in OverDrive. We have been able to use this model to fulfil single holds on items we will not be repurchasing or to provide access to items with a short burst of huge interest generated by a story in the news. It is not a model that is affordable for an entire collection. It is also not always available on titles we would like as the lending model is up to the discretion of each publisher.
- **Metered** models provide the library with either a specific number of checkouts or a specific time period (or the earlier of a combination of the two) before the title expires and needs to be repurchased. For those items that are metered by checkout, the library can at least have a reasonable expectation of an acceptable cost per circulation. Whether we use up all of our checkouts in 1 year or it takes us 5 years, the cost per circulation is eventually the same. Items metered by time are the ones that cause us the most difficulty at the moment and are the ones hitting the news. Simon and Schuster, Penguin Random House, and MacMillan (3 of the big 5 publishers) all have expensive timed licenses. See example below:

		Retail Price	
Hardcover	\$24.75	\$21.49	\$34.71
eBook	\$16.99	\$14.99	\$14.99
			
	Jeffrey Archer Over My Dead Body A NOVEL	#1 New York Times Bestseller Liane Moriarty Author of Nine Perfect Strangers Apples Never Fall	HILLARY RODHAM CLINTON STATE OF TERROR LOUISE PENNY READ BY JOAN ALLEN
		Library Price	
eBook	\$36.99 (26 checkouts)	\$60.00 (24 month)	\$59.99 (24 month)
eAudio	\$139.96	\$94.99	\$127.12 (24 month)

- **One Copy/One User (OCOU)** is the more traditional license that users have come to expect when they purchase an eBook themselves. This provides the library with single “copy” of an item that can be borrowed by one user at a time but does not have any known limitations on the length of time the library will be able to keep the title. The cost of these items ranges from similar to what the public would pay for smaller press or less popular items (\$7-\$30) to over \$200 for popular or more academic titles.

There are some advantages to having multiple purchasing models. While we might need many copies of the latest best seller for a year or so, there is no reason to keep 10+ copies of that title once the hype dies down. It is worth it to us to purchase a more expensive license that allows for “perpetual” access to a title we know will circulate consistently for years such as Harry Potter or 1984 or a short term simultaneous use or pay per use licenses when a news event creates huge short term demand for a title such as *A Brief History of Time* when Stephen Hawking died or *How to Be An Antiracist* during the Black Lives Matter protests. The issue is choice and cost.

At the moment, the publisher sets the lending rights for their material. Libraries are usually unable to choose to purchase a simultaneous use license for a short duration on a popular title. Instead, if the publisher has set the price at \$90 for a 24 month license, that may be our only option. If we still have demand for that item after the 2 years is up, we must repurchase the title (possibly still for \$90 for another 2 years). While we may have gotten about 35 checkouts on the first license, we may now be getting only 10 on the second license. If our selector does not think that we will get a sufficient ROI on a repurchase of the title, customers with outstanding holds may be disappointed. This also leads to gaps in series as we are unable to repurchase earlier volumes for 2 or 3 customers who have discovered a new author. Both of these situations are not the customer service that we want to be providing. This model also does not make it affordable for us to purchase mid-list titles that would circulate well over 5 or even 10 years but do not generate enough up-front circulation to justify the cost of an expensive 2 year license. Unfortunately for libraries, the large publishers with popular titles that our customers want tend to favour less library friendly licensing and pricing models.

### Access Issues

Although the quantity and quality of published material available to libraries has increased drastically in the past 5-10 years, we still face issues of access to content. While most book publishers make their content available to libraries to license through vendors such as OverDrive, we still face access issues brought on by exclusivity rights. The two areas where this is most obvious is with audio books and video content.

Audible and Kindle are both owned by Amazon, which now also has its own publishing arm. Amazon does not make any of its published content available via OverDrive. Audible in particular signs exclusive contracts with authors which denies libraries the ability to purchase and lend any material they publish. For example, in Overdrive, we currently have *Before the Summer Ends* by Susan Mallery – a hugely popular eBook title for Markham residents. However, we cannot get the eAudiobook version for the community as Audible has exclusive rights. Many popular eAudiobook titles are available exclusively through Audible. This poses an issue of access not just to those who cannot afford an Audible subscription, but also to those who have disabilities that make consuming print media difficult.

We also have this issue with smaller companies such as Rogers Media. Their refusal to license their Intellectual Properties (such as Macleans, Chatelaine, etc.) to OverDrive (previously Zinio) is the reason why MPL has had to find a second digital periodical vendor in order to provide more Canadian content to the community.

### Current Advocacy and Legal Actions

There are a number of advocacy and legal actions currently taking place that are seeking to change the pricing and licensing of eBooks for libraries. Many of them rose out of MacMillan's move in November 2019 to place an embargo on library digital purchasing. At the time, MacMillan allowed libraries to purchase only a single (OCOU) copy of any of their titles in the first 2 months after the title released. After the embargo date, libraries could purchase additional copies that were licensed by time. The OCOU title was also no longer available after the embargo.

- Canadian libraries, led by Toronto Public Library (TPL) have been protesting unfair eBook pricing and access since 2015. The current site <https://econtentforlibraries.org/> is

drawing attention to our lack of access to audio and to the price libraries pay for many popular titles.

- CULC/CBUC & ULC issued a Statement on E-Book Equity <http://culc.ca/2019/11/culc-cbuc-ulg-statement-on-e-book-equity/> in November 2019, signed by the mayors of 79 cities across Canada condemning MacMillan's embargo and championing the need for fair pricing and equitable access to eBooks for libraries.
  - The Statement on Equitable Public Access to E-Books released by the ULC <https://www.urbanlibraries.org/initiatives/statement-on-equitable-public-access-to-e-books> was signed by 118 elected officials across the US and Canada. It outlines the damage that high eBook prices does to library's ability to support "educated, literate communities...leveling the playing field and strengthening the foundation of our communities."
- In 2019, the American Library Association protested the cost of eBooks to libraries in front of Congress <https://goodereader.com/blog/digital-library-news/the-ala-is-taking-the-high-prices-of-ebooks-to-the-us-congress> "Resolution on E-Book Pricing for Libraries" was adopted and brought to the ALA Council by ASCGLA (the Association of Specialized, Government and Cooperative Library Agencies), a division of the ALA. The resolution references efforts in Canada to alert the public to the problems of licensing digital content from publishers, and proposes to create a new joint working group to more directly confront the issues in the U.S." There were also several State led protests <https://americanlibrariesmagazine.org/blogs/the-scoop/macmillan-states-act-on-ebooks/> against the limiting of access to eBooks for libraries in early 2020.
  - The timing of this protest had a lot to do with the embargo being tested out by McMillan at the time. This embargo drew significant protests and was quietly withdrawn during COVID. MacMillan's embargo system coincided with other publishers drastically increasing the price of their material or otherwise updating their licensing models to be less favourable to libraries starting with Penguin moving from OCOU to a 24 month model in Oct. 2018. <https://americanlibrariesmagazine.org/blogs/the-scoop/the-future-of-ebook-pricing/>
- A CBC article in June, 2020 drew attention to the temporary lifting of some of the more draconian licensing models including MacMillan's embargo. <https://www.cbc.ca/news/canada/british-columbia/libraries-e-books-1.5600613>
- Although the embargo has not been reinstated by MacMillan, eBook prices continue to be an issue. In Sept, 2021, Senate Finance Chair, Ron Wyden, and US Rep, Anna Eshoo, presented a letter to the Big Five publishers <https://www.publishersweekly.com/pw/by-topic/industry-news/libraries/article/87458-wyden-eshoo-question-big-five-publishers-over-their-library-e-book-practices.html> regarding their e-book library practices. They have asked for information on
  - Multiple checkouts of digital texts
  - Interlibrary loan
  - Controlled digital lending
  - Libraries making copies of owned works to lend digitally on a one-for-one basis
  - Schools making available electronic copies of books they physically own to students during the pandemic
  - E-reserves



## AGENDA 10.1

- On January 14<sup>th</sup>, 2021, a suit filed in New York names Amazon as the defendant in a “conspiracy” to fix the prices of eBooks. <https://www.publishersweekly.com/pw/by-topic/industry-news/publisher-news/article/85499-big-five-publishers-now-defendants-in-e-book-price-fixing-suit.html>. This is very similar to a suit filed by the same law firm in 2011 that resulted in Apple and the big 5 publishers paying out something in the region of \$400 million in a settlement.
- NY State and Maryland passed laws earlier this year requiring publishers of e-material to make their content available to libraries on “reasonable terms”. They are set to take effect in January 2022, but are being challenged as unconstitutional. <https://www.publishersweekly.com/pw/by-topic/industry-news/libraries/article/87022-define-reasonable-can-maryland-s-new-e-book-law-help-change-the-marketplace.html>
- The same issue affects university libraries as much as or more than public libraries. <https://www.theguardian.com/education/2021/jan/29/price-gouging-from-covid-student-ebooks-costing-up-to-500-more-than-in-print> . As mentioned briefly above, academic or university press texts are often significantly more expensive than main stream media. As noted in this article, a physical book that costs a library £36.99 is £480 (approximately \$62.31 and \$808.51 in Canadian dollars) as an eBook. The move to eBooks in higher education also removes the student’s ability to recoup or reduce any of their costs by eliminating the existence of used textbooks. <https://www.researchinformation.info/feature/rise-and-rise-ebook-prices>



Catherine Biss  
CEO & Secretary-Treasurer