

AGENDA 1.0

MARKHAM PUBLIC LIBRARY BOARD

REGULAR MEETING

Notice of meeting to be held on Monday, June 27, 2022, 7:00 p.m., Virtual Meeting

AGENDA

- 1.0 **Call to order/Approval of agenda**
- 1.1 Declaration of conflict of pecuniary interest
- 1.2 Delegation: None
- 1.3 Chair's Remarks

- 2.0 **Approval of Minutes:**
- 2.1 Library Board Minutes May 30, 2022

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

- 2.3 Declaration of Due Diligence by the CEO

- 2.4 Communication and Correspondence:
 - 2.4.1 digitaljournal.com: BridgesEDU Scholarships Announces Collaboration with Markham Public Library
<https://www.digitaljournal.com/pr/bridgesedu-scholarships-announces-collaboration-with-markham-public-library>
 - 2.4.2 The Globe and Mail: Why won't Toronto strive for great public buildings?
 - 2.4.3 The Globe and Mail: The 2022 Governor General's medals show sector architecture is not leading the way
 - 2.4.4 blogto.com: Toronto getting workplace sitcom set Parkdale library
<https://www.blogto.com/film/2022/06/toronto-getting-workplace-sitcom-set-parkdale-library/>
 - 2.4.5 The Globe and Mail: Seventy-five towers? In Pickering?
<https://www.theglobeandmail.com/canada/toronto/article-seventy-five-towers-in-pickering/>

- 3.0 **CEO's Highlights, June 2022**
- 3.1 **Markham Centre Update** (H. Murphy)

- 4.0 **Annual Monthly Policy Review:**
(To be undertaken at the January meeting)

- 5.0 **Internal Monitoring Reports:**
(Compliance list of internal monitoring reports and discussion led by members)
- 5.1 Executive Limitation: EL-2c Budgeting/Forecasting (R. Chan/M. Sawh)
- 5.2 Executive Limitation: EL-2h Community Relations (I. Awan /D. Macklin)
- 5.3 Executive Limitation: EL-2i Compensation and Benefits (J. Xie /M. Sawh)
- 5.4 Executive Limitation: EL-2j Communication and Counsel to the Board
(L. Tolensky/ D. Walker)

AGENDA 1.0

- 6.0 **Ends:**
- 6.1 Strategic Plan Update : deferred to September

- 7.0 **Governance:**
- 7.1 OLS Update (Margaret McGrory) none this month
- 7.2 Delegation of Board's authority over the summer

- 8.0 **Ownership Linkage:**
- 8.1 Input from Board Members

- 9.0 **Board Advocacy**

- 10.0 **Education:**
- 10.1 Library Board Policy Governance Q&A

- 11.0 **Incidental Information**
- 11.1 Board Meetings Remainder 2022 Discussion

- 12.0 **New Business**

- 13.0 **Board Evaluation:**
- 13.1 Questionnaire Results: Performance of Individual Board Members

- 14.0 **In Camera Agenda (none)**

- 15.0 **Adjournment**

NEXT MEETING: Monday, September 26, 2022 7:00 p.m.
TBD

AGENDA 2.2

TO: Markham Public Library Board
FROM: Catherine Biss, CEO& Secretary-Treasurer
PREPARED BY: Susan Price, Board Secretary
DATE OF MEETING: June 27, 2022
SUBJECT: **CONSENT AGENDA**

RECOMMENDATION:

That the Consent Agenda comprising of Agenda 2.2 to 2.4.5 and the same are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

2.2 CONSENT AGENDA:

2.3 Declaration of Due Diligence by the CEO

2.4 Communication and Correspondence:

2.4.1 digitaljournal.com: BridgesEDU Scholarships Announces Collaboration with Markham Public Library

<https://www.digitaljournal.com/pr/bridgesedu-scholarships-announces-collaboration-with-markham-public-library>

2.4.2 The Globe and Mail: Why won't Toronto strive for great public buildings?

2.4.3 The Globe and Mail: The 2022 Governor General's medals show sector architecture is not leading the way

2.4.4 blogto.com: Toronto getting workplace sitcom set Parkdale library

<https://www.blogto.com/film/2022/06/toronto-getting-workplace-sitcom-set-parkdale-library/>

2.4.5 The Globe and Mail: Seventy-five towers? In Pickering?

<https://www.theglobeandmail.com/canada/toronto/article-seventy-five-towers-in-pickering/>



Catherine Biss
CEO & Secretary-Treasurer

MARKHAM PUBLIC LIBRARY BOARD

DECLARATION OF DUE DILIGENCE BY THE CEO

I, Catherine Biss, Chief Executive Officer of the Markham Public Library Board (the “Board”), hereby declare that to the best of my knowledge and belief, Markham Public Library is in compliance with the following from May 25, 2022 to June 21, 2022.

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



Catherine Biss, CEO & Secretary-Treasurer

June 21, 2022
Date

OPINION

Why won't Toronto strive for great public buildings?



ALEX BOZIKOVIC > ARCHITECTURE CRITIC

TORONTO

PUBLISHED YESTERDAY

FOR SUBSCRIBERS



The Capilano branch of the Edmonton Public Library.

COOPER & O'HARA/HANDOUT

The Toronto Public Library is planning a noteworthy building project: a new branch for the St. Lawrence neighbourhood downtown. At 30,000 square feet, this will be a major public facility in one of the most visited parts of the city.

It should be one of the country's most significant architectural commissions of the decade. In Europe, it would be the subject of a design competition that would attract top talent from across the continent.

But that is not how things work in Toronto or in most of Canada. We don't value public architecture, and we aren't willing to pay for it.

That's true even at the Toronto Public Library, the smartest and most ambitious public-sector organization in the city.

"We are committed to design excellence first and foremost," said Moe Hosseini-Ara, the TPL's director of branch operations and customer experience.

And yet recent history suggests the St. Lawrence branch will be designed by one of a few large architecture firms, which will accept a fee that is very low and then design the building under time pressure. That is no recipe for excellence.



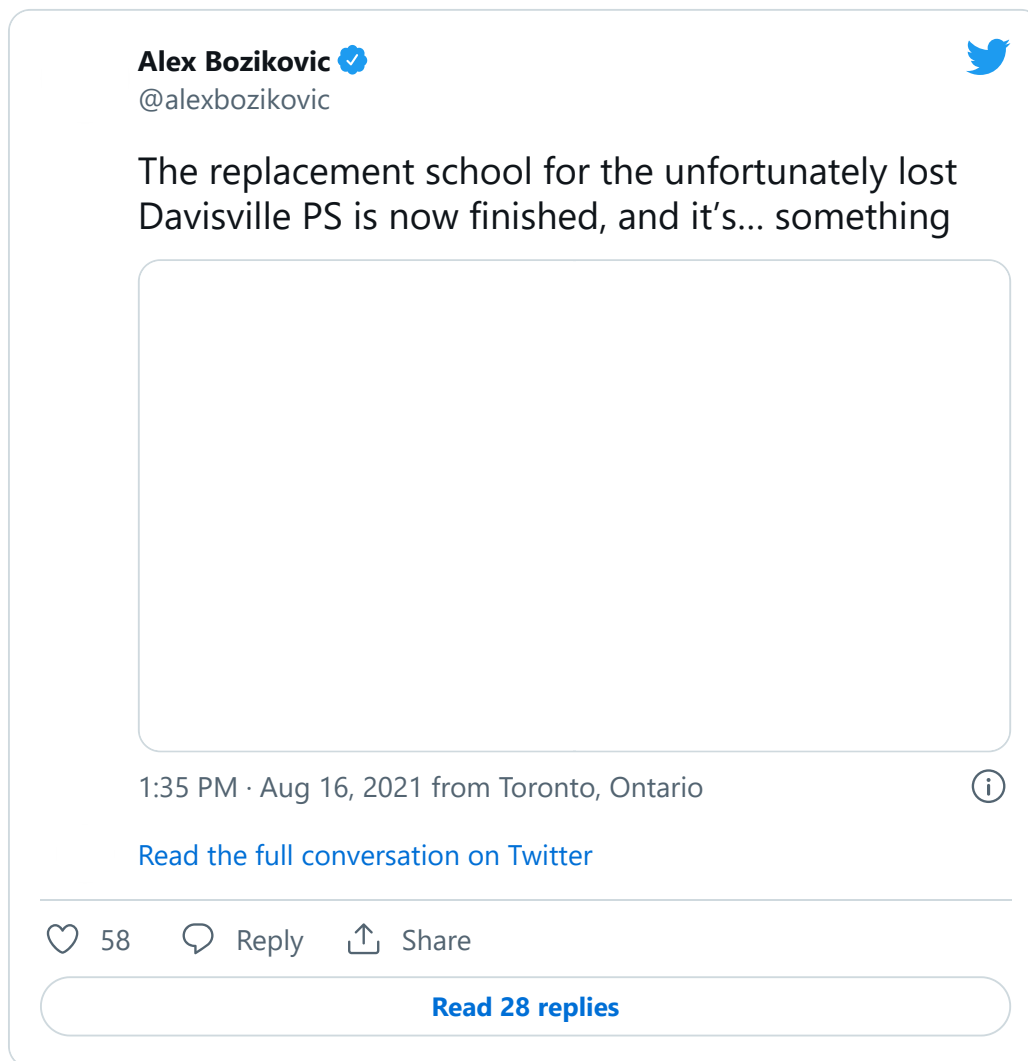
In Edmonton, chief architect Carol Belanger has reformed procurement and actively sought out designers from across Canada and the world.

LEROY SCHULZ/HANDOUT

Most major TPL projects in the past few years have had architecture fees around 7 per cent of construction cost, which industry sources agree is a difficult number. Nearly all have been designed by three architecture firms: Diamond Schmitt Architects, Perkins & Will Canada and LGA Architectural Partners.

Sometimes this works out well – as with LGA’s Scarborough Civic Centre branch, a beautiful building that moved the art of architecture forward with some playful use of mass timber.

But that opened in 2015. Since then, I have found little to celebrate in the libraries. Things are worse in Toronto’s parks department: the large Canoe Landing community centre, recently completed downtown, is an architectural flop. (And let’s not even discuss the public school boards.)



Civic leaders should be asking: Why isn’t there more competition for public architecture in Toronto? Nearly every thoughtful architect in the city would love to do a library. Yet the same few firms dominate projects at the library and in parks. The two largest recreational centres to be

awarded in recent years have gone to Diamond and P&W. Each design, in turn, has faced harsh criticism from the city's Design Review Panel.

Are those two firms the world's best at designing public buildings? I don't even think they are the best in Toronto.

The problem is procurement. It begins with a catch-22. The library, like most governmental organizations, wants architects to show they've recently designed three similar projects. If you haven't done it already, you can't do it. This approach shuts out new voices, and it is unnecessary.

Another issue is fee. The library's 7-per-cent number is not sufficient. It amounts to \$2.1-million on a \$30-million building, and includes thousands of hours of consultation, design and construction supervision, along with the subcontracts of other consultants – including engineers. And it's low enough that architects run the risk of losing money.

At the Bentway, 'hip-hop architect' Michael Ford explores the wisdom of the streets

The 2022 Governor General's Medals show public sector architecture is not leading the way

Yet the work of these professionals will determine how the building works for many decades. In the long term, the costs of construction and maintenance are vastly larger than the design fee. Nickel-and-diming up front makes no sense.

There are other ways to hire. In Edmonton, chief architect Carol Belanger has reformed procurement and actively sought out designers from across Canada and the world. A recent branch was designed by Patkau Architects of Vancouver, which has a huge global reputation. It is fantastic.

Money is one factor, Mr. Belanger explains; in his city the architects' fee is pegged to guidelines from a professional association. Architects can't win by lowballing.

"We have found," he said, "that you get what you pay for." For a project such as the St. Lawrence library, the fee schedule puts the architects' fees at between 9 and 10 per cent – as much as 40 per cent higher than the Toronto norm. And, Mr. Belanger said, the city routinely receives proposals from the country's most highly regarded design firms.

Ultimately, why should civic officials care which architects they hire?

They have a responsibility to do so. Architecture – like its sister discipline landscape architecture – is a cultural product. Canada hasn't encouraged the growth and innovation in these sectors. The result has been 30 years of underwhelming public spaces.

The larger answer is clear if you've seen ambitious public buildings in Quebec, or in Edmonton, or in New York City, where I recently visited a small library renovation in Brooklyn by the decorated architects WORK AC. It delivers comfortable kids and teens' areas in a renovated factory crammed with interesting graphics, textiles and spatial ideas. Creamsicle-orange curved walls cradle the little kids' zone, delivering the vibe of a cave on a friendly alien planet.

OPINION

The 2022 Governor General’s Medals show public sector architecture is not leading the way



ALEX BOZIKOVIC > ARCHITECTURE CRITIC

PUBLISHED JUNE 6, 2022

FOR SUBSCRIBERS



Governor General's Medals in Architecture 2022 Recipient: Tom Patterson Theatre, Stratford, Ont., by Hariri Pontarini Architects.

SCOTT NORSWORTHY

In the old town of Galt, Ont., a fine contemporary building landed unexpectedly on the main street a few years ago. Glass pavilions flank a stony 1890s post office, defining a new library branch that combines kids’ books, maker spaces, and bright space to sit and relax.

This place is public, and its architecture by the firm RDH demonstrates how a contemporary building can make space for everyone. Now the building is one of this year's 12 winners of the Governor-General's Medals in Architecture, which the Royal Architectural Institute of Canada announced Monday. These awards, distributed every two years, are the most prestigious prizes for buildings in the country.

This year's crop provides a fair summary of Canada's state of architecture. But while it has moments of excellence, the public sector is not leading the way.



Governor General's Medals in Architecture 2022 Recipient: 60_80 Atlantic Avenue, Toronto by BDP Quadrangle.
DOUBLESPEACE PHOTOGRAPHY



Governor General's Medals in Architecture 2022 Recipient: The Idea Exchange Old Post Office, Cambridge, Ont., by RDH Architects (RDHA).

COURTESY OF RDH ARCHITECTS (RDHA)



Governor General's Medals in Architecture 2022 Recipient: Cherry Street Stormwater Facility, Toronto, Ont., by gh3* | R.V. Anderson Associates Limited.

ADRIAN OZIMEK

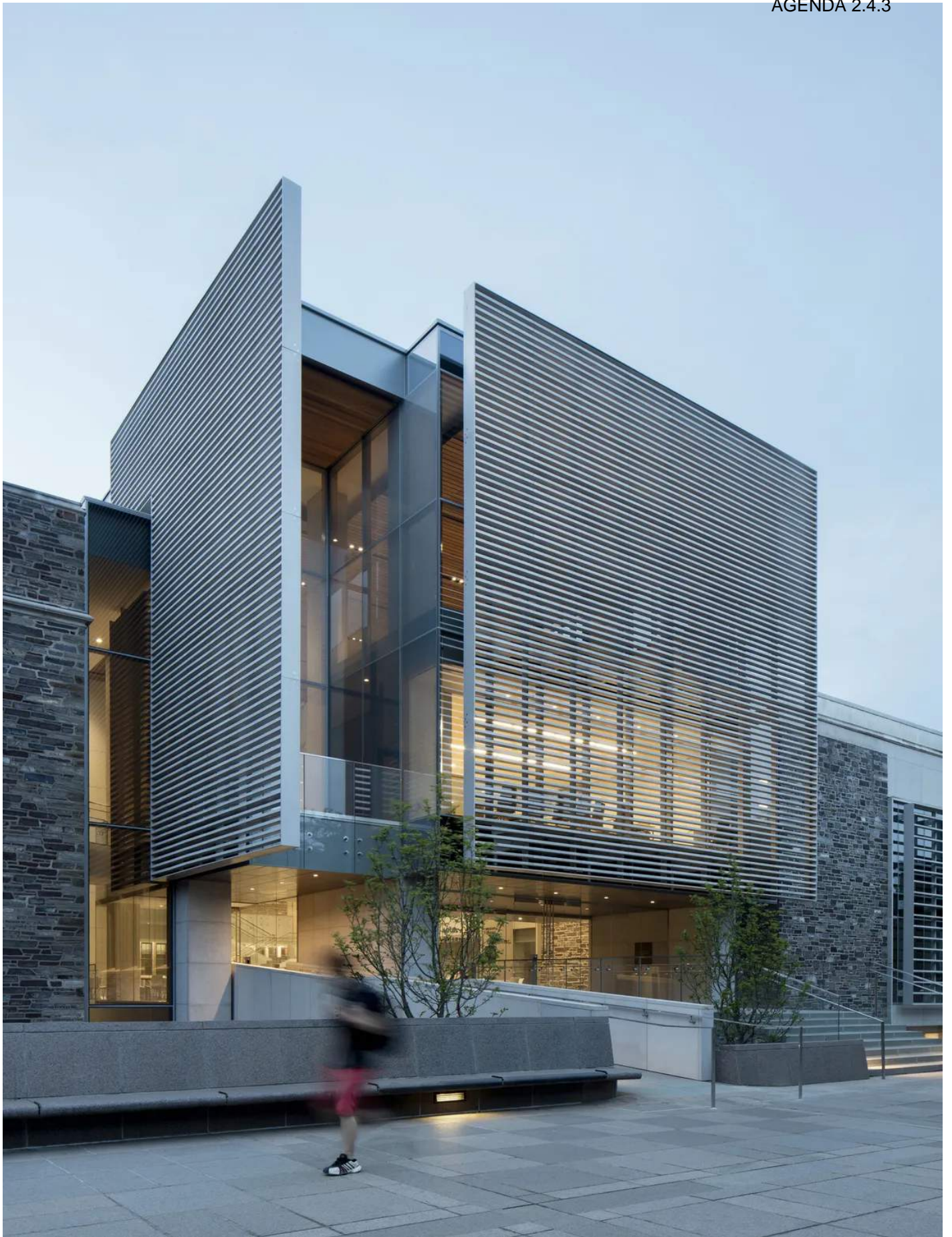


Governor General's Medals in Architecture 2022 Recipient: Village at the End of the World, N.S., by MacKay-
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Of this year's dozen winners, only five are really public buildings. These include the Cambridge library, called Idea Exchange; the luminous new Tom Patterson Theatre, by Hariri Pontarini Architects for the Stratford Festival in Ontario; Forest Pavilion in a Winnipeg park, by Public City; and the Reception Pavilion of the Quebec National Assembly, by Provencher_Roy with GLCRM Architectes.

Each of these can be visited by a member of the public. As great architecture should be.

The humblest, which I have not seen in person, is the park pavilion by the landscape-and-architecture firm Public City. It combines public washrooms with open-air meeting rooms, is designed to resist flooding from the nearby Red River and provides shade on hot summer days. It's also beautiful, wrapped in a finely tailored coat of rough-sawn fir.



Governor General's Medals in Architecture 2022 Recipient: Julis Romo Rabinowitz Building & Louis A. Simpson

ADRIEN WILLIAMS

Architects GH3 contribute another public medal winner with their Cherry Street Stormwater Facility in Toronto. This building, as I wrote in 2021, is a utility building that could easily have been designed by engineers; but the officials in charge at the public agency Waterfront Toronto chose to bring in an excellent design firm to contribute. The result is a piece of sculpture.

This sort of thing – a deliberate statement of excellence in the public sector – is far too rare. The default in public architecture, across most of Canada, is to hire designers based on who is the lowest bidder.

Universities often break this pattern. At the University of British Columbia, the Indian Residential School History and Dialogue Centre by Formline Architecture took a medal. Formline’s principal Alfred Waugh, a gifted designer, is a member of the Fond Du Lac Denesuline First Nation of northern Saskatchewan. This is the first time an Indigenous-led architecture firm has won a GG.



Governor General's Medals in Architecture 2022 Recipient: Formline Architecture / Indian Residential School History and Dialogue Centre.

ANDREW LATREILLE



Governor General's Medals in Architecture 2022 Recipient: Forest Pavilion, Winnipeg, Man., by Public City Architecture Inc.

LINDSAY REID



Governor General's Medals in Architecture 2022 Recipient: The Brearley School, New York by KPMB Architects.
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Toronto's KPMB also won two medals for academic projects in the United States, a private high school in Manhattan and an academic building at Princeton University. These demonstrate the ability of top Canadian firms to compete in an elite U.S. setting, and also to mix contemporary design interventions with renovating older buildings – a particular strength of KPMB. But these private and well-funded clients don't resemble the Canadian public sector.

Indeed, the private sector often pays for ambitious architecture. Among the GG winners sits 60-80 Atlantic, a pair of office buildings with a mass-timber structure by BDP Quadrangle. The clients are a well-capitalized developer and an insurance company.

And, inevitably, there are three private houses – or, really, compounds. The upstarts in this category are Montreal firm la Shed, whose project, dubbed “Les Rochers,” is a compound of two houses in the Magdalen Islands. The buildings' simple forms reduce traditional gabled houses to their Platonic form and polish them up with spare modernist detailing.



Governor General's Medals in Architecture 2022 Recipient: Reception Pavilion of the Quebec National Assembly, Quebec City, Que., by Provencher_Roy | GLCRM Architectes.

OLIVIER BLOUIN



Governor General's Medals in Architecture 2022 Recipient: Point William Cottage, Point William, Muskoka, Ont., by Shim-Sutcliffe Architects.

ED BURTYNSKY



Governor General's Medals in Architecture 2022 Recipient: Les Rochers, Bassin, Que., by la Shed Architecture.
MAXIME BROUILLET

That intellectual approach, bringing regional traditions into the present day, is the hallmark of Halifax architects MacKay-Lyons Sweetapple. The private “village” that Brian MacKay-Lyons has willed into being in Kingsburg, N.S., wins another of this year’s medals. There’s no question that this work, very specific to its place, provides an intellectual lighthouse for architects.

So does, in a different way, the final winner: the ultrarefined Point William Cottage in Ontario by Shim-Sutcliffe Architects. This is the product of decades of design exploration by Shim-Sutcliffe, who blend modernist traditions from B.C. and Ontario with Scandinavian expressionism and the Venetian meticulousness of Carlo Scarpa. There is a role in architecture for such work: the endless refinement of form and detail for enlightened and affluent clients.

But the public sphere is where architecture has the most meaning. If the GG medals do represent the state of the art, where are the other public libraries? The recreation centres and city halls? Where, even, are the apartment buildings? Why doesn’t high architecture touch these places as well?

Beauty behind closed doors never shines as brightly.

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alexbozиков
Adams Street Library

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alexbozиков

Library tour of NYC continues with @langealexandra! @work.ac for @bklynlibrary.
🍊 #architecture #publicarchitecture #archi

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Add a comment...

This is a building that holds books and keeps the rain out. But it also delivers a surfeit of architectural creativity. Could Toronto do that, too?

Mr. Hosseini-Ara says the library welcomes new voices. Let's see, with the St. Lawrence project, whether they open the door.

Sign up for The Globe's arts and lifestyle newsletters for more news, columns and advice in your inbox.

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Diane Macklin, Director Community Engagement

DATE OF MEETING: June 27, 2022

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

EXECUTIVE SUMMARY:

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

RECOMMENDATION:

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

POLICY TYPE: EXECUTIVE LIMITATIONS

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

GLOBAL POLICY LIMITATION:

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

CEO RESPONSIBILITY:

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

ASSERTION OF COMPLIANCE:

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



Catherine Biss
CEO & Secretary-Treasurer

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

On an annual basis a *Good News Report* is presented to General Committee outlining to Council the Library's achievements towards its Strategic Plan and Council's plan *Building Markham's Future Together*.

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

The Library endorses the Canadian Library Association's *Position Statement on Sponsorship Agreement in Libraries*. This statement acknowledges the importance of public funding for the public good while allowing libraries to pursue supplementary funding. MPL's *Gifts and Donations Policy* and *Sponsorship Policy* were both reviewed and revised in August 2019. The policies define sponsorships, gifts, fundraising and donations as well as outlining the basis upon which funds are accepted, contractual obligations and recognition. The *Partnerships Policy* ensures consistency and fairness in the development of partnerships between MPL and other organizations and addresses criteria for exchange of services. These policies are posted on the Library's website.

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

Over the course of the pandemic the library's outreach efforts were limited to virtual opportunities. With the lifting of restrictions on gathering and physical distancing Library staff are once again able to connect with the community in-person. Library staff have developed a new hybrid model for outreach recognizing that many organizations including schools and seniors residences continue to restrict entry. The Library participates in the civic and cultural life of the community through community fairs, festivals and events. Through participation at these as well as its own library pop-ups staff aim to remind the community of the variety of services offered at the library and foster their interest in brick and mortar opportunities. Outreach efforts in 2022 and 2023 focus on reintegrating the library into the community's lives after two years of disruption.

The Library's integrated catalogue and website provides opportunities for timely communication and findability of Library news and program information. Search Engine Optimization (SEO) capabilities make information retrievable through a google search increasing the likelihood of non-

users discovering Library services and information. Blogs and suggested reading lists on the site create engaging content that elevates the library's online presence and also surface in google searches.

Staff monitor shifting trends in social media engagement and adjust platforms, tactics and messaging to maximize visibility and engagement of library posts. Staff use targeting strategies in social media advertising to promote services and events to reach new users. These tactics target community members who may not follow MPL's social media channels and who may not regularly visit the library's website. As well as providing information and engaging users, the Library uses social media channels to monitor and manage the Library's reputation. Staff monitor traditional and social media for kudos and concerns and when warranted, staff reach out to users to add value, to correct information, and to rectify situations.

AskMPL, the Library's virtual chat service, allows the community to connect with library staff remotely to obtain a library card, resolve account questions, get assistance with using the Library's resources and for reader's advisory services.

Staff leverage their existing relationships with stakeholders and community partners to amplify Library messaging. Messaging through eBlasts and eNewsletters are regularly shared with partners, community organizations, City staff and other stakeholders with encouragement to share through their own networks. This strategy was effective in promoting community consultations with the homeschooling community and soliciting feedback for the Black History Collection

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

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

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

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

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

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

CEO RESPONSIBILITY and EVIDENCE of COMPLIANCE:

In their daily work, Library staff work collaboratively to build relationships and partnerships that help them better understand and serve the community. Staff are proactive in identifying opportunities to partner within the community to deliver a range of programs and services that meet community needs and help the Library to connect to non-users. Partnerships at the Library are aligned with the mission and strategic priorities of the library. They support community development and promote understanding and support for the library. During the course of the pandemic most organizations, including the Library, operated in a predominantly digital environment creating access and equity challenges for vulnerable populations. Partnership development has been focused on addressing this gap particularly for seniors and newcomers where digital literacy and language have been barriers to access.

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

- Library staff learn about the community and their aspirations through community conversations. Using the Harwood model and their approach of "Turning Outward", the community conversations are an opportunity to gather information about shared aspirations, concerns and potential actions. Through these conversations staff gain insights into the community and are able to make intentional decisions in service, program, collection development as well as identify opportunities for partnership and collaboration with organizations that are aligned with a similar purpose and vision.
- With the reopening of branches the Library is again offering quarterly blitzes of its Customer Satisfaction Survey as a means of gathering feedback and satisfaction with services. This regularly offered survey allows the Library to measure changes and improvements over time.
- All users of AskMPL are provided the opportunity to provide feedback on the service as well as offer suggestions for new or improved services and programs.
- The Library participates in Project Outcomes, a North American project sponsored by the Public Library Association of ALA, (the American Library Association), to measure and compare outcomes for library programs. Project Outcomes uses standard survey questions to assess programs and reports results in an international database. Program participants are provided with the opportunity to provide feedback about their program experience through Project Outcomes.

AGENDA 5.3

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: June 27, 2022
SUBJECT: **INTERNAL MONITORING REPORT: Executive Limitation EL-2i,
Compensation and Benefits**

EXECUTIVE SUMMARY:

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

RECOMMENDATION:

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

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

GLOBAL POLICY LIMITATION:

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

INTERPRETATION:

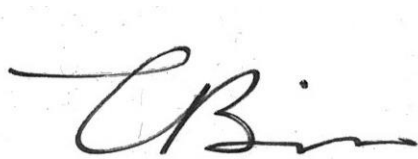
The CEO will ensure that the Library's fiscal integrity and public image remain un-jeopardized.

CEO RESPONSIBILITY:

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

ASSERTION OF COMPLIANCE

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



Catherine Biss
CEO & Secretary-Treasurer

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

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

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

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

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

A. Professional Market

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

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

MPL monitors salary rates and annual cost of living increases within the Ontario public library community on an ongoing basis to ensure that its compensation levels remain competitive. Salary surveys of the past has indicated that there is no material deviation in compensation levels

AGENDA 5.3

for professional librarian positions between Markham and comparable Ontario municipalities. However, in 2022, MPL will be conducting a review of compensations levels for professional library staff amongst comparable Ontario municipalities as per the Board's request.

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

B. The Library's Obligations:

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

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

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director, Strategy & Planning

DATE OF MEETING: June 27, 2022

SUBJECT: **INTERNAL MONITORING REPORT: Executive Limitation EL-2j,
Communication & Counsel to the Board
(March to May 2022)**

EXECUTIVE SUMMARY:

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

This is a report on communication and counsel to the Board for the period from March 2022 to May 2022. All communication and counsel requirements are in full compliance with Board policy.

RECOMMENDATION:

That the report entitled “Internal Monitoring Report: Executive Limitation EL-2j, Communication & Counsel to the Board (March to May 2022)” be received.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND COUNSEL TO THE BOARD (EL-2j)
[Report on the CEO’s communications to the Board, ensuring that it is properly informed and equipped to make appropriate decisions.]

GLOBAL POLICY LIMITATION:

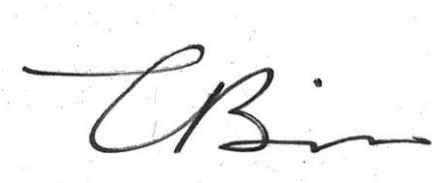
The CEO shall not permit the Board to be uninformed or unsupported in its work.

CEO RESPONSIBILITY:

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

ASSERTION OF COMPLIANCE

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



Catherine Biss
CEO & Secretary-Treasurer

AGENDA 5.4

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

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

CEO RESPONSIBILITY:

- The monthly CEO reports identify significant changes in provincial or municipal policies, anticipated adverse media coverage, and material external and internal changes.
- Material external and internal changes reported include:
 - 2023 Budget Timeline: adjusted as per practice and policy in the years of municipal elections.
 - Development Charges and Community Benefit Charge Update: Timeline and the draft Development-Related Capital Program – Library.
 - Transit Oriented Communities Proposals in the Richmond Hill/Langstaff Gateway Urban Growth Centre.
 - Milliken Mills Community Centre Lobby Enhancement Project.
 - Cornell Library Reopening.
 - Markham's updated Diversity Action Plan (DAP) and the Anti-Black Racism Action Plan (ABRAP).
 - Markham Centre Secondary Plan Update.
 - Smart Cities Strategy.
 - MPL Makerspaces.
 - Musical Instrument Lending Library.
 - Retirement of Markham's Commissioner of Community Services.
 - Markville Secondary Plan Study - Workshop with Parks, Recreation and Library Staff
- Regarding purchases of over \$350,000, no such purchase took place during the reporting period.
- When an event relevant to the Board's mandate arises outside the normal cycle of Board reports, staff use email communication to ensure Board awareness.
- Adverse media coverage during the reporting period is reported in the regular CEO reports. When a potentially urgent incident of adverse media coverage arises between Board meetings, staff use email to ensure the Board Chair and Vice-Chair are promptly informed.
 - No such adverse media incident took place during the reporting period.

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

- Staff prepare appropriate reports and presentations for Board information or recommending Board approval. The reports and presentations include points of view, issues, and options, as appropriate. Examples include:
 - March 28, 2022:
 - 10.1 Diversity, Equity and Inclusion at MPL.
 - 10.2 Markham Centre Update.
 - April 25, 2022:
 - 6.1 Strategic Plan Update.
 - 7.4 The Library and Political Elections Policy (2022).
 - May 30, 22:
 - 3.1 Markham Centre Update, May 2022.
 - 10.1 The Fine-Free Movement in Libraries.
 - 12.1 "The Canadian Library" project.
- Staff invite delegations of City staff to attend Board meetings to provide information on municipal aspects of Board issues, as appropriate.
 - No such delegations took place during the reporting period.
- Staff invite delegations of consultants and other external representatives to attend Board meetings to provide information on projects and initiatives of interest to the Board, as appropriate.
 - May 30, 2022: Ms. Christina Ye, Manager, KPMG, Ms. Maria Khoushnood, Partner, Audit attended regarding Agenda Item 5.1 KPMG Approval of 2021 Financial Statements of the Markham Public Library Board.

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

- The Board Secretary provides action lists arising from Board meetings within 2 weeks of the meeting.
- The Board Secretary provides a draft of the minutes to the Board within two weeks of the meeting. Delayed for cause April 2022.
- The Board Secretary responds to telephone calls and emails within 48 hours of receipt of them.

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

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

- The CEO is in compliance.

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

- No such complaints took place during the reporting period.

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

- The Board Secretary maintains all contact information for Board members in confidential files accessible only to senior administration staff and their support staff.
- The Board's personal contact information is provided through electronic and paper versions to the Board members, senior Administration staff and their support staff only upon specific occasions:
 - a) Emergency,
 - b) Inviting Board members to special MPL events such as opening a library, staff celebrations, etc., and
 - c) To fulfill Revenue Canada's request for information on the "Directors, Trustees, and Like Officials worksheet."
- The Library's Human Resources policy regarding *Confidentiality of Personal Information* further provides that contact information for employees and Library Board members may not be released without the permission of the employee/Board member or the CEO. Requests for this information must be referred to the CEO, or designate.

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

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

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