

# AGENDA 1.0

## MARKHAM PUBLIC LIBRARY BOARD

### REGULAR MEETING

**Notice of meeting to be held on Monday, May 31, 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

1.4 Board-CEO Linkage BCL-2e Policy: Performance Review (Chair)

**Agenda 5.1** Ms. Naketa Wright, Manager, KPMG, Mr. Kevin Travers, Partner, KPMG  
Approval of 2020 Financial Statements of the Markham Public  
Library Board (M. Sawh)

2.0 **Approval of Minutes:**

2.1 Library Board Minutes April 26, 2021

2.2 **Consent Agenda:**

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

2.3 Declaration of Due Diligence by the CEO

2.4 Communication and Correspondence:

2.4.1 thestar.com: Markham announces plans to commemorate 50 years of excellence  
<https://www.thestar.com/local-markham/news/council/2021/05/07/markham-announces-plans-to-commemorate-50-years-of-excellence.html>

2.4.2 MarkhamReview.com: Library celebrates 50<sup>th</sup> anniversary  
[Library celebrates 50th anniversary – Markham Review](#)

2.4.3 info51: Markham Public Library goes fine free for children, teens  
<https://info.51.ca/news/digest/2021-05/997014.html#arc997030>

2.4.4 yorkregion.com: Markham Public Library goes fine free for children, teens  
<https://www.yorkregion.com/news-story/10393625-markham-public-library-goes-fine-free-for-children-teens/>

2.4.5 thestar.com: Markham Public Library goes fine free for children, teens  
<https://www.thestar.com/local-markham/news/2021/05/17/markham-public-library-goes-fine-free-for-children-teens.html>

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

4.0 **Annual Policy Review**

(To be under taken at the January meeting)

## AGENDA 1.0

- 5.0 **Internal Monitoring Reports:**  
(Compliance list of internal monitoring reports and discussion led by members)
- 5.1 Financial Statements of the City of Markham, Markham Public Library Board, December 31, 2020 (discussed after Agenda 1.4)
- 5.2 Executive Limitation: EL-2d Financial Condition (R. Chan /M. Sawh)
- 6.0 **Ends**
- 7.0 **Governance:**
- 7.1 OLBA Update (B. Hendriks)
- 8.0 **Ownership Linkage:**
- 8.1 Input from Board Members
- 9.0 **Board Advocacy**
- 9.1 June 2021 Library Programs
- 10.0 **Education:**
- 10.1 Diversity and Inclusion: City of Markham and MPL (A. Cecchetto)
- 10.2 Municipal Priorities for 2021 (D. Walker)
- 11.0 **Incidental Information**
- 12.0 **New Business**
- 13.0 **Board Evaluation:**
- 13.1 Questionnaire: Performance of Individual Board Members
- 14.0 **In Camera Agenda**
- 15.0 **Adjournment**

Members are requested to call Susan Price at (416) 230-9457 or e-mail [sprice@markham.library.on.ca](mailto:sprice@markham.library.on.ca) by 4:00 p.m. on Monday, May 31, 2021 if unable to attend.

**NEXT MEETING:**        **Monday, June 28, 2021, 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: May 31, 2021

SUBJECT: **CONSENT AGENDA**

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### 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 thestar.com: Markham announces plans to commemorate 50 years of excellence

<https://www.thestar.com/local-markham/news/council/2021/05/07/markham-announces-plans-to-commemorate-50-years-of-excellence.html>

2.4.2 MarkhamReview.com: Library celebrates 50<sup>th</sup> anniversary

[Library celebrates 50th anniversary – Markham Review](#)

2.4.3 info51: Markham Public Library goes fine free for children, teens

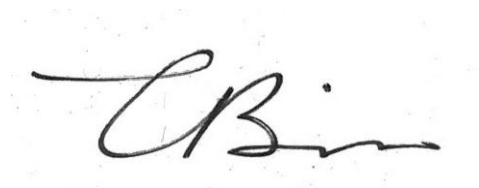
<https://info.51.ca/news/digest/2021-05/997014.html#arc997030>

2.4.4 yorkregion.com: Markham Public Library goes fine free for children, teens

<https://www.yorkregion.com/news-story/10393625-markham-public-library-goes-fine-free-for-children-teens/>

2.4.5 thestar.com: Markham Public Library goes fine free for children, teens

<https://www.thestar.com/local-markham/news/2021/05/17/markham-public-library-goes-fine-free-for-children-teens.html>



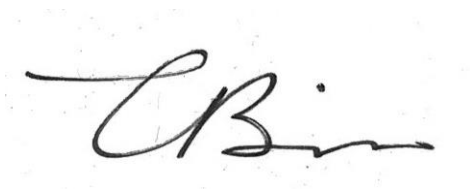
Catherine Biss  
CEO & Secretary-Treasurer

### 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 April 21,2021 to May 25,2021.

- 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

May 25, 2021  
Date

## AGENDA 5.1

**TO:** Markham Public Library Board

**FROM:** Catherine Biss, CEO & Secretary-Treasurer

**PREPARED BY:** Michelle Sawh, Director, Administration

**DATE OF MEETING:** May 31, 2021

**SUBJECT:** Financial Statements of the Markham Public Library Board, December 31, 2020

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### RECOMMENDATIONS:

That the report entitled “Financial Statements of the Markham Public Library Board, December 31, 2020” be received; and,

That the Board approves the Financial Statements of the Markham Public Library Board, December 31, 2020; and,

That the Board Chair be authorized to sign the approved 2020 Financial Statements on behalf of the Board; and,

That the Board authorize Staff to issue the final audited Financial Statements for the fiscal year ended December 31, 2020;

**AND That Staff be authorized and directed to do all things necessary to give effect to this resolution.**

### EXECUTIVE SUMMARY:

KPMG LLP has completed an audit of the Financial Statements of the Library Board and has expressed an unqualified or “clean” opinion that the Financial Statements present fairly, in all material respects, the consolidated financial position of the Library.

The audit process included an examination of the Library’s accounts and review of Board minutes for calendar year 2020, as well as a review of the organization’s procedures and tests of the Internal Control Systems. The financial statements of the Markham Public Library were prepared in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

### PURPOSE:

The purpose of this Report is to obtain the Board’s approval of the “Financial Statements of the Markham Public Library Board, December 31, 2020.”

### BACKGROUND:

This Report is prepared in accordance with the *Municipal Act, 2001*, (the *Act*). Section 296 (1) states that:

A municipality shall appoint an auditor licensed under the *Public Accounting Act, 2004* who is responsible for,

- a) annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of those bodies based on the audit; and
- b) performing duties required by the municipality or local board.

Section 1(1) of the *Act* indicates that the definition of “local board” includes a public library board.

The City of Markham’s external auditors, KPMG, have completed the examination of the Financial Statements of the Markham Public Library, for the year ended December 31, 2010. The Financial Statements are attached to this report for the Board’s consideration and review (Appendix “A”).

Approval of the Financial Statements is required each year as a condition of continued funding from the Province of Ontario. The 2019 Ministry of Tourism, Culture and Sport survey was submitted last year, and the Public Library Operating Grant of \$228,778 was received following submission. Financial disclosure to the Ministry is required under the *Public Libraries Act, R.S.O. 1990, P.44*, Regulation 976 “Grants for Public Libraries,” sec. 1(b).

### DISCUSSION:

KPMG LLP has completed an audit of the Financial Statements of the Markham Public Library Board and has expressed an unqualified or “clean” opinion that the Financial Statements present fairly and in all material respects the financial position of the Board.

The audit included an examination of the accounts and Board Meeting minutes for 2020. The auditor reviewed the Library’s procedures and conducted tests of the Internal Control Systems. The major part of the audit was conducted from the City’s Financial Services Department, where the Library’s accounting and payroll data is stored.

On May 19, 2021, the Library Board Chair, the CEO, the Director Administration, and the Financial Analyst met with the auditor to review the audited Financial Statements virtually. In attendance from KPMG LLP were Kevin Travers, Partner, and Naketa Wright, Manager, who provided a summary of the audit results. These will be confirmed in the Board meeting on May 31, 2021.

The Financial Statements of the Markham Public Library Board were prepared in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. These statements indicate the operating results and how the Library financed its activities and met its cash requirements. Additionally, the statements confirm that the resources were obtained and used in accordance with the Operating and Capital Budgets as approved by the Board.

## AGENDA 5.1

**Appendix “A”** (*Financial Statements of the Markham Public Library Board, December 31, 2020*) is the audited statements document and accompanying notes, consisting of the following:

- Independent Auditors’ Report (including Notes to the F/S)
- Statement of Financial Position
- Statement of Operations
- Statement of Change in Net Debt
- Statement of Cash Flows
- Notes to the Financial Statements

**(1) Statement of Financial Position (Appendix A – page 1 of 7)**

The Statement of Financial Position outlines the Library’s financial assets, financial liabilities and non-financial assets.

**Financial Assets:**

These are the resources controlled by the organization as a result of past events and from which future economic benefits are expected to flow to it. Financial assets include cash, receivables and other assets expected to be converted to cash, sold or consumed either within a year or within the operating cycle. These assets are continually turned over in the course of normal business activities.

The Financial Assets figure in 2020 was \$2,563,820 compared to the 2019 figure of \$86,122. The difference between these figures is mostly explained by the “Due from the City of Markham” figure, which is a mathematical calculation prepared for the financial statement based on the balances at year end. This figure varies from year to year.

“Cash” consists of the money received at the end of each calendar year, but was actually deposited to the bank at the beginning of the following year. In 2020, the figure was \$1,477 compared to \$30,543 in 2019. There was less outstanding cash to be deposited in January due to library partial closures. Some of the 2019 cheques came in late in the year and were processed after year end, resulting in a higher cash balance in 2019.

In 2020, a figure of \$2,499,297 was “Due from the City of Markham” compared to zero in 2019. The explanation for this is outlined within Note 5 on page 7 of the Statement.

“Accounts receivable” (A/R) consists of HST receivables, as the government reimburses most of the HST that MPL pays to vendors for products and services. In 2020, there was a small increase in this figure compared to the previous year.

**Financial Liabilities:**

These are financial obligations to outside organizations or individuals that are the result of transactions or events that occurred on or before the end of the accounting period. In 2020, the figure on “Due to the City of Markham” was zero compared to \$753,077 in 2019. The explanation for this is outlined within Note 5 on page 7 of the Statement.

## AGENDA 5.1

“Accounts Payable” is money owed by the Library to the vendors and contractors shown as a liability on the balance sheet. In 2020, this figure was \$37,705 compared with \$363,488 in 2019. Most of the 2020 invoices came on time and were processed before year end, resulting in a lower accounts payable.

“Accrued salaries and wages” are salaries and wages that were earned at the end of one calendar year, but were actually paid out after year-end. This figure varies from year to year and is a function of the calendar, i.e. the timing of the first pay period in any year and when that pay period is actually paid to employees.

“Accrued vacation pay” results from full time employees carrying forward vacation entitlement earned in one calendar year to be used in the next, which represents a liability. In 2020, this figure was \$183,649 compared to \$161,827 in 2019. Under the Full Time Collective Agreement and Library policy, full time employees are entitled to carry forward up to 50% of earned vacation entitlement, to be used no later than June 30<sup>th</sup> of the following year.

“Deferred revenue” is revenue received in 2020 from customers for paid programs that commenced in January 2021. Deferred revenues are considered liabilities until the funds are spent. This figure varies from year to year, and in 2020, there was a decrease compared to 2019 due to a reduction on the prepaid for 2021 library programs and rental.

### **Non-Financial Assets:**

Non-financial assets are assets that have a physical value such as property. They include “tangible capital assets” (TCA), inventories and prepaid expenses. TCA includes Library collections, furniture and fixtures. The net book value of TCA is comprised of the gross capital asset cost, plus additions, less disposals, less accumulated amortization and other adjustments.

The TCA figure for 2020 of \$7.94M compares to the 2019 figure of \$8.92M. The latter figure included the acquisition of TCAs under the normal operation in 2019 (pre-pandemic). The 2020 figure does not reflect this situation due to some delays in the shipments during the pandemic, resulting in a reduced figure this year. The explanation for this is outlined within Note 2 on page 6 of the Statement.

“Prepaid expenses” include subscriptions and contracts whose terms are for fixed periods commencing in calendar year 2020 and continuing into the next year. This figure includes both paper and electronic subscriptions, including databases to which the Library subscribes. This figure can fluctuate from year to year based on timing differences related to the payment of invoices.

### **Accumulated Surplus**

This is the sum of Net Debt and Non-Financial Assets. This is the go-forward balance and is equivalent to Retained Earnings.

### **(2) Statement of Operations (Appendix A – page 2 of 7)**

This statement accounts for the Library’s operating revenues and expenditures, and includes amortization of TCA in the accounting period.

### **(3) Statement of Change in Net Debt (Appendix A – page 3 of 7)**



## AGENDA 5.1

This statement presents changes in net financial assets such as TCAs and describes the change in value of the Library's non-financial assets from the previous year.

**(4) Statement of Cash Flows (Appendix A – page 4 of 7)**

This statement presents changes in cash and cash equivalents by highlighting the sources and uses of cash. The statement indicates how the Library's activities were financed and how cash requirements were met.

**(5) Notes to the Financial Statements (Appendix A – page 5 of 7)**

Detailed discussion of the following:

1. Significant Accounting Policies
2. Tangible Capital Assets
3. Accrued Vacation Pay
4. Pension Agreements
5. Due to/from the City of Markham
6. Budget Adoption (indicating the date that the Library Board adopted the 2020 budget)
7. Financial Risk Management



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Catherine Biss  
CEO & Secretary-Treasurer

**ATTACHMENTS:**

- **Appendix "A"** – Financial Statements of the Markham Public Library Board, December 31, 2020

*Financial Statements of*

**CITY OF MARKHAM PUBLIC LIBRARY BOARD**

*December 31, 2020*

**CITY OF MARKHAM PUBLIC LIBRARY BOARD**  
**Statement of Financial Position**  
**December 31, 2020 with comparative information for 2019**

	<b>Note</b>	<b>2020</b>	<b>2019</b>
<b>FINANCIAL ASSETS</b>			
Cash		\$ 1,477	\$ 30,543
Due from the City of Markham	5	2,499,297	-
Accounts receivable		63,046	55,579
		<b>2,563,820</b>	<b>86,122</b>
<b>FINANCIAL LIABILITIES</b>			
Accounts payable		37,705	363,488
Due to the City of Markham	5	-	753,077
Accrued salaries and wages		251,994	327,880
Accrued vacation pay	3	183,649	161,827
Deferred revenue		74,612	122,039
		<b>547,960</b>	<b>1,728,311</b>
<b>NET SURPLUS (DEBT)</b>		<b>2,015,860</b>	<b>(1,642,188)</b>
<b>NON-FINANCIAL ASSETS</b>			
Tangible capital assets	2	7,943,815	8,918,665
Prepaid expenses		169,637	150,175
		<b>8,113,452</b>	<b>9,068,840</b>
<b>ACCUMULATED SURPLUS</b>		<b>\$ 10,129,312</b>	<b>\$ 7,426,651</b>

The accompanying notes are an integral part of these financial statements.

**CITY OF MARKHAM PUBLIC LIBRARY BOARD**  
**Statement of Operations**  
**For the year ended December 31, 2020 with comparative information for 2019**

	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2019 Actual</b>
<b>REVENUES</b>			
City of Markham grants	\$ 16,624,520	\$ 16,624,520	\$ 16,362,449
Province of Ontario			
Per household grant	228,778	228,778	228,778
Federal grant: summer employment	-	-	52,920
Program fees	490,963	70,062	497,855
Fines and fees	249,728	43,550	199,380
Rentals	53,993	12,420	56,624
Photocopying	30,250	8,691	38,786
Memberships	11,894	1,726	9,590
Other	76,083	16,176	86,127
	<b>17,766,209</b>	<b>17,005,923</b>	<b>17,532,509</b>
<b>EXPENSES</b>			
Salaries, wages and benefits	12,621,447	8,932,411	12,180,821
Amortization	2,462,009	2,402,045	2,613,503
Library materials and supplies	1,276,200	1,268,348	976,010
Property rental/leased equipment	931,996	920,138	933,319
Contracts and service agreements	249,349	240,753	231,322
Maintenance and repairs	218,139	137,864	217,986
Utilities	166,112	132,271	161,284
Training and travel	133,999	81,295	131,948
Communication	121,386	58,953	106,052
Professional services	56,642	58,012	59,836
Program expenses	111,282	29,176	126,138
Promotion	31,000	23,268	32,749
Printing and office supplies	35,957	17,108	38,484
Office furniture and equipment	3,000	1,620	3,329
	<b>18,418,518</b>	<b>14,303,262</b>	<b>17,812,781</b>
<b>Annual Surplus (Deficit)</b>	<b>(652,309)</b>	<b>2,702,661</b>	<b>(280,272)</b>
<b>ACCUMULATED SURPLUS, BEGINNING OF YEAR</b>	<b>7,426,651</b>	<b>7,426,651</b>	<b>7,706,923</b>
<b>ACCUMULATED SURPLUS, END OF YEAR</b>	<b>\$ 6,774,342</b>	<b>\$ 10,129,312</b>	<b>\$ 7,426,651</b>

The accompanying notes are an integral part of these financial statements.

**CITY OF MARKHAM PUBLIC LIBRARY BOARD**  
**Statement of Change in Net Debt**  
**For the year ended December 31, 2020 with comparative information for 2019**

	<b>2020 Actual</b>	<b>2019 Actual</b>
<b>ANNUAL SURPLUS/(DEFICIT)</b>	<b>\$ 2,702,661</b>	<b>\$ (280,272)</b>
Acquisition of tangible capital assets	<b>(1,427,195)</b>	<b>(1,630,356)</b>
Amortization of tangible capital assets	<b>2,402,045</b>	<b>2,613,503</b>
Change in non-financial assets and liabilities	<b>(19,462)</b>	<b>43,410</b>
<b>CHANGE IN NET FINANCIAL ASSETS</b>	<b>3,658,049</b>	<b>746,285</b>
<b>NET DEBT, BEGINNING OF YEAR</b>	<b>(1,642,189)</b>	<b>(2,388,474)</b>
<b>NET SURPLUS (DEBT), END OF YEAR</b>	<b>\$ 2,015,860</b>	<b>\$ (1,642,189)</b>

The accompanying notes are an integral part of these financial statements.

**CITY OF MARKHAM PUBLIC LIBRARY BOARD**  
**Statement of Cash Flows**  
**For the year ended December 31, 2020 with comparative information for 2019**

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	2020	2019
<b>Cash provided by (used in)</b>		
<b>Operating Activities:</b>		
Annual Surplus (Deficit)	\$ 2,702,661	\$ (280,272)
Amortization of tangible capital assets	2,402,045	2,613,503
Change in other non-cash assets and liabilities		
Accounts receivable	(7,467)	46,354
Accounts payable	(325,783)	269,930
Accrued salaries and wages	(75,886)	(115,636)
Accrued vacation pay	21,822	36,008
Deferred revenue	(47,427)	(2,530)
Prepaid expenses	(19,462)	43,410
<b>Net Change in cash from operating activities</b>	<b>4,650,503</b>	<b>2,610,767</b>
<b>Capital Activities:</b>		
Purchase of tangible capital assets	(1,427,195)	(1,630,356)
<b>Net Change in cash from capital activities</b>	<b>(1,427,195)</b>	<b>(1,630,356)</b>
<b>Financing Activities:</b>		
Due from the City of Markham	(3,252,374)	(953,784)
<b>Net Change in cash from financing activities</b>	<b>(3,252,374)</b>	<b>(953,784)</b>
<b>NET CHANGE IN CASH</b>	<b>(29,066)</b>	<b>26,627</b>
<b>OPENING CASH</b>	<b>30,543</b>	<b>3,916</b>
<b>CLOSING CASH</b>	<b>\$ 1,477</b>	<b>\$ 30,543</b>

The accompanying notes are an integral part of these financial statements.

## 1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the City of Markham Library Board (the "Library Board") have been prepared by management in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Library Board are as follows:

### *BASIS OF ACCOUNTING*

Revenues and expenditures are reported on the accrual basis of accounting. The accrual basis of accounting recognize revenues as they become available and measurable; expenditures are the cost of goods or services acquired in the period whether or not payment has been made or invoices received.

### *GOVERNMENT TRANSFERS*

Government transfers are recognized in the financial statements in the period in which the events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made. The Corporation of the City of Markham's (the "City") contribution consists of the current year's requisition as approved by Council.

### *NON – FINANCIAL ASSETS*

Non financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

#### (i) Tangible capital assets

The estimated useful lives as follows:

<b>Asset</b>	<b>Useful Life - Years</b>
Library Furniture & Fixtures	10
Library Media Collections	7

Library Media Collections include all non-electronic publications with a useful life extending beyond one year. Electronic products are expensed in the year of acquisition as library materials and supplies within the Statement of Operations. Amortization is pro-rated to 6 months in the year of acquisition and in the year of disposal.

#### (ii) Works of art, culture and historic assets

Works of art, culture and historic assets are not recorded as assets in these financial assets.

### *DEFERRED REVENUE*

Deferred revenue represents amounts which have been collected but for which the related services have yet to be performed. These amounts will be recognized as revenues in the fiscal year the services are performed.

### *PENSION AGREEMENT*

The Library Board contributes to the Ontario Municipal Employees Retirement System on behalf of its staff. The plan is a defined benefit plan and specifies the amount the retirement benefit to be received by the employees based upon length of credited service and average earnings. As the plan is a multi-employer plan, the Library Board accounts for the plan as if it were a defined contribution plan.

### *USE OF ESTIMATES*

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets, liabilities, and the disclosure of contingent liabilities at the date of the financial statements, and the reported amounts of revenues and expenditures during the period. Actual results could differ from those estimates.

## **2. TANGIBLE CAPITAL ASSETS**

The financial information recorded includes the actual or estimated historical cost of the tangible capital assets. When historical cost records were not available, other methods were used to estimate the costs and accumulated amortization of the assets. The City of Markham Public Library Board applied a consistent method of estimating the replacement or reproduction cost of the tangible capital assets for which it did not have historical cost records, except in circumstances where it could be demonstrated that a different method would provide a more accurate estimate of the cost of a particular type of tangible capital asset. After defining replacement or reproduction cost, CPI was used to deflate the replacement or reproduction cost to an estimated historical cost at the year of acquisition.

	Cost				Accumulated Depreciation				Net book value	
	Jan 1, 2020	Additions	Disposals	Dec 31, 2020	Jan 1, 2020	Additions	Disposals	Dec 31, 2020	Dec 31, 2020	Dec 31, 2019
Library Furniture & Fixtures	2,767,731	133,445	(63,140)	2,838,036	1,505,111	273,404	(63,140)	1,715,375	1,122,661	1,262,620
Library Media Collection	19,008,344	1,293,750	(3,632,278)	16,669,816	11,352,299	2,128,641	(3,632,278)	9,848,662	6,821,154	7,656,045
Total	21,776,075	1,427,195	(3,695,418)	19,507,852	12,857,410	2,402,045	(3,695,418)	11,564,037	7,943,815	8,918,665

## **3. ACCRUED VACATION PAY**

Full-time staff is entitled to carry forward up to fifty percent of the earned vacation, to be used no later than June of the following year.

At year-end, the number of unused vacation days for full-time staff totaled 598.94 days (2019 – 512.88 days).



#### **4. PENSION AGREEMENTS**

The Library Board makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer public sector pension plan, on behalf of 180 members (2019 - 180) of its staff. The plan is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of services and rates of pay.

The amount contributed to OMERS for current services for 2020 was \$650,153 (2019 - \$752,310).

#### **5. DUE FROM THE CITY OF MARKHAM**

The amount due from the City of Markham is not subject to any specific terms of repayment and does not bear any interest. The amount arises primarily as the result of net current year operations and capital expenditures incurred by the City of Markham on behalf of the Markham Public Library Board and is consolidated with the City's financial statements.

#### **6. BUDGET ADOPTION**

The 2020 operating budget, as approved by Council, was adopted by the Library Board at the April 27, 2020 meeting.

#### **7. FINANCIAL RISK MANAGEMENT**

It is management's opinion that the City of Markham Public Library Board is not exposed to significant liquidity, interest rate, credit, market, or cash flow risk. There has been no change to the risk exposure from 2019, except as noted below.

General economic risk:

During the year, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This has resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and social distancing, have resulted in a decline in revenues due to the cancellation of events and lockdown measures.

The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on operations is not known at this time. These emergency measures and economic impacts could include potential future decreases in revenue and expenses.

## AGENDA 5.2

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Michelle Sawh, Director, Administration

DATE OF MEETING: May 31 2021

**SUBJECT: INTERNAL MONITORING REPORT – EXECUTIVE LIMITATION EL-2d,  
FINANCIAL CONDITION**

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### EXECUTIVE SUMMARY:

This report provides the Board with an update on the year to date financial condition of the Library.

Actual and Budgeted Operating Budget expenditures are reported for the twelve-month period ending December 31, 2021. This is a report on Actual and Budgeted Operating Budget expenditures for the four-month period ending April 30, 2021. This is the first of three financial reports to the Board covering fiscal year 2021 (Jan – Dec). All expenditures were in full compliance with Board policy.

The Library in a favourable position with a year-to-date net surplus of **\$1,499,967** based on both Library Income and Expenditures that were below budget.

### RECOMMENDATION:

**That the Report entitled “Internal Monitoring Report – Executive Limitation EL-2d, Financial Condition” be received.**

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: FINANCIAL CONDITION (EL-2d)**

**[Report on actual expenditures compared with budget]**

### GLOBAL POLICY LIMITATION:

*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.*

### CEO RESPONSIBILITY:

Consistent with statutory obligations and prudent financial management, funds will be allocated and expended in a manner that is consistent with Board priorities established in the Board Ends policies.

### ASSERTION OF COMPLIANCE

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

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

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Catherine Biss  
CEO & Secretary-Treasurer

## AGENDA 5.2

1. **POLICY LIMITATION:** *The CEO may not expend more funds than have been received in the fiscal year to date unless the debt guidelines (below) are met.*

### CEO RESPONSIBILITY:

The CEO shall not operate in a deficit situation at any time during the fiscal year that cannot be repaid within 60 days.

### EVIDENCE OF COMPLIANCE:

- The CEO is in compliance. As of April 30, 2021, the Library had a net budgetary surplus of **\$1,499,967**, based on an unfavourable variance in Library Income of **\$(175,820)** and a favourable variance in Expenditures of **\$1,675,787**. See Appendix "A" (Statement of Revenue and Expenditures – Four Months Ended 04/30/2021).
  - **Library Income** – The Actual was \$25,871 against a Budget of \$201,691 creating an unfavourable variance of \$(175,820).
  - **Expenditures** – The Actual was \$3,675,095 against a Budget of \$5,350,882 creating a favourable variance of \$1,675,787.
  - All figures in this Report are based on the Financial Statement dated April 30, 2021, received from the City of Markham's Financial Services Department on May 11, 2021.
2. **POLICY LIMITATION:** *The CEO may not indebted 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.*

### CEO RESPONSIBILITY:

The CEO shall not enter any commitment that cannot be fully paid from unencumbered revenues or monitor the expenditures to ensure commitments are covered, without jeopardizing the Library's financial stability.

### EVIDENCE OF COMPLIANCE:

- There are no commitments beyond those identified in the current Operating Budget.
3. **POLICY LIMITATION:** *The CEO may not allow payroll and debts to be handled in an untimely manner.*

### CEO RESPONSIBILITY:

The CEO shall ensure the timeliness of all payroll and accounts payable activities.

### EVIDENCE OF COMPLIANCE:

- The Library's payroll and accounts payable activities are undertaken by the City's Financial Services Department. The Library authorizes and submits payroll and payables information, and Finance then carries out the actual transactions. When the Library receives invoices, they are processed and submitted to the Accounts Payable Department in a timely fashion. The actual timing of payments to vendors and suppliers is determined by Accounts Payable through its internal processes.

## AGENDA 5.2

4. **POLICY LIMITATION:** *The CEO may not withhold, nor otherwise delay, from the Board the results and recommendations of the auditors and the Administrative response thereto.*

### **CEO RESPONSIBILITY:**

The Library's financial statements will be evaluated by an independent auditor on an annual basis, who will then express an opinion based on the audit, and present it to the Board.

### **EVIDENCE OF COMPLIANCE:**

The "Financial Statements of the Markham Public Library Board, December 31, 2019" were presented to the Board in its meeting of May 25, 2020. The *Independent Auditor's Report* indicated that "in our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the [Markham Public Library Board] as at December 31, 2019, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards."

The minutes of the May 25, 2020 Library Board meeting records the following resolution:

Mr. Siu welcomed Ms. Naketa Wright, Manager, KPMG who conducted the Markham Public Library Board annual audit.

Ms. Wright advised the Board that she had completed the audit for the Markham Public Library Board for 2019 and that the audit was clean and that there were no deficiencies. All that will be required to complete the Audit is this discussion with the Board, the approval of the Board and the signature of the Chair. Ms. Wright thanked the management team for their help and cooperation in completing the audit. There was a pension related question that was referred to staff to report back to the Board.

Moved by                Mrs. Pearl Mantell  
Seconded by            Mr. Raymond Chan

**Resolved that the report entitled "Financial Statements of the Markham Public Library Board, December 31, 2019" be received; and,**

**That the Board approve the Financial Statements of the Markham Public Library Board December 31, 2019; and,**

**That the Board Chair be authorized to sign the approved 2019 Financial Statements on behalf of the Board; and,**

**That the Board authorize Staff to issue the final audited Financial Statements for the fiscal year ended December 31, 2019;**

**And that Staff be authorized and directed to do all things necessary to give effect to this resolution.**

Carried.

The Board's 2020 Financial Statements are an agenda item for today's Board meeting (May 31, 2021).

5. **POLICY LIMITATION:** *The CEO may not acquire, lease, rent, encumber or dispose of real property.*

### **CEO RESPONSIBILITY:**

## AGENDA 5.2

For the purpose of acquiring, leasing, renting or encumbering, this means new property not currently under Board ownership, lease, or rental. Real property is interpreted to mean real estate, space and facilities. Disposal would mean the sale of real property.

### EVIDENCE OF COMPLIANCE:

- The Library Board does not own real property, nor does it currently lease or rent any spaces. It is responsible for all services, programs and related activities provided to the public within library buildings located on municipal properties. The real property is owned by the City of Markham.
- The Library pays to the City “Occupancy Costs” for branches located within community centres, which constitutes a funding transfer to the Recreation Services Department. This transfer effectively pays for support provided to the Library by Recreation for building-related services including cleaning, utility usage, telecommunications (e.g. telephone, cable TV, etc.), and basic building maintenance and repairs.
- MPL has eight branch locations, including three stand-alone buildings (Markham Village / Thornhill Village / Unionville) and five community centre branches (Aaniin / Angus Glen / Cornell / Milliken Mills / Thornhill Community).

6. **POLICY LIMITATION:** *The CEO may not fail to aggressively pursue receivables, fines and fees, after a reasonable grace period.*

### CEO RESPONSIBILITY:

The CEO shall ensure receivables, fines, and fees are recovered through the most current methods.

### EVIDENCE OF COMPLIANCE:

- The Library recovers receivables, fines and fees on an ongoing basis. Fines and fees are incurred after customers have borrowed physical collection items and then kept them beyond the authorized loan period, or have lost and failed to return borrowed items. These receivables are usually paid by the customers voluntarily in order to keep their records in good standing. (MPL also provides customers with several options to assist them in keeping track of due dates, including pre-due notices, thereby enabling them to avoid the assessment of overdue fines.)
- MPL has an agreement with Unique Management Services (UMS), a specialized collection agency that pursues suspended customer accounts with amounts owing of greater than \$40.00 in fines, fees and lost material values, and where the customer has failed to respond to multiple MPL contact attempts over a minimum of 45 days. UMS is an international company providing service to thousands of library system clients utilizing a “gentle nudge” approach which helps to maintain customer goodwill.
- The table below is a summary of 2021 (Jan –Apr) information related to MPL’s UMS transactions:

	Description	Amount
A	# of customer accounts submitted to collection agency	0
B	Fines/fees received from customers following UMS contacts	\$1,138
C	Returned items following UMS contact (value)	\$94
D	Subtotal – Fines/fees plus returned items (B + C)	\$1,232

## AGENDA 5.2

E	Fees paid to UMS by MPL	\$0
F	Net benefit to MPL (D – E)	\$1,232
G	Net benefit ratio (Benefit per \$1 investment in service)	N/A

- While the relationship with UMS has been successful financially, the primary benefit is a higher return rate for overdue materials, making them available to other customers and ensuring that the Library can better achieve its service mandate within the community. The arrangement ensures that resources purchased through taxpayer-based funding remain public assets and that community access to them is maintained.
  - The UMS service is temporality suspended due to COVID-19 pandemic.
7. **POLICY LIMITATION:** *The CEO may not allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.*

### CEO RESPONSIBILITY:

The CEO shall ensure that the Library submits all tax payments, filings, and other government-required payments in an accurate manner and in compliance with mandated timelines.

### EVIDENCE OF COMPLIANCE:

The CEO is in compliance. The Library met the deadline of December 31, 2020 in filing its annual 2020 Charity return with the Canada Revenue Agency (CRA). The Library also met the deadline of April 30, 2021 in filing its Q1 2021 (January - March) Public Service Bodies Rebate Claim with the Canada Revenue Agency (CRA). This submission is required for rebate of the federal portion of the HST. All other government filings and requests were satisfied within the required timelines throughout 2020 to 2021.

### ATTACHMENTS:

- Appendix “A” – Statement of Revenue and Expenditures – Four Months Ended 04/30/2021.
- Appendix “B” – Variance Report

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Andrea Cecchetto, Director, Service Excellence

DATE OF MEETING: May 31, 2021

SUBJECT: **Diversity and Inclusion: City of Markham and MPL**

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### RECOMMENDATION:

**That the Board receives the Board Education Report entitled “Diversity and Inclusion: City of Markham and MPL”.**

### BACKGROUND

Diversity, Equity and Inclusion (DEI) is directly relevant to public libraries' mandate to provide equitable access and service to communities. The understanding of how libraries achieve this mandate has evolved over time in recognition that the neutrality on which service access was centred traditionally, is inadequate in serving marginalized communities who face systemic barriers to participation. Further, librarianship as a profession has remained racially, culturally and economically homogenous, lacking representation of our communities within the profession itself. As social responses to issues of inequity, race and gender-based oppression and systemic discrimination continue to develop, libraries have looked for opportunities to address barriers to equity in their services and organizational culture. This report outlines some of MPL's work in the area of Inclusion and Equity in recent years, as well as some emerging strategic priorities.

### INDUSTRY PERSPECTIVE

ALA lists Equity, Diversity and Inclusion as one of its Key Action Areas. They implemented advocacy services through their Office for Inclusion, Literacy and Outreach Services. ALA utilizes a social justice framework to identify barriers to participation within the profession and provides research to support DEI initiatives amongst its member libraries. Similar work is conducted at the division level through the Public Library Association, Association of College and Research Libraries, Young Adult Library Services Association and their associated committees.

In Canada, OLA and its divisions has also identified DEI as a major strategic priority. One current area of focus is combatting anti-black racism and systemic bias. OLA has engaged professional support for a large-scale organizational review to identify opportunities for improved equity in the association's governance and policy framework, as well as through internal and member education opportunities. OLA also works with its Diversity and Inclusion Committee and Indigenous Advisory Council to identify opportunities to reduce barriers to participation for members from equity seeking communities, and advocate for programs and services to support DEI related change in libraries.

### MPL's INCLUSION STRATEGY

MPL serves a diverse community; approximately 70% of Markham residents identify as “visible minorities” (per Stats Canada terminology). Further, MPL's clientele includes individuals from a diverse range of ages, genders, and accessibility needs. MPL recognizes the need for its organization to reflect the lived experiences of its customers in order to effectively succeed in community building efforts and remain a viable, relevant service.

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In 2012, MPL made changes to its staffing and recruitment practices, particularly for Information Services staff, in order to reduce employment barriers for local residents and improve the diversity of its workforce. Organizational Development efforts since that time have focused on improving service to diverse communities. MPL conducted a review of its accessibility tools in order to enhance technology for customers experiencing visual disabilities, and was a leader amongst public libraries in supporting services offered by the Centre for Equitable Library Access. MPL undertook the development of its Older Adult Strategy in 2016 and a comprehensive Accessibility Plan in 2017. Accessible customer service



training is part of the annual staff development plan per the Ontarians with Disabilities Act, and MPL further embeds accessible service standards in its Customer Service Intensive program to reinforce the importance of establishing service standards that reduces barriers.

In 2018, a staff team developed MPL's first Inclusion Strategy in an attempt to articulate and prioritize opportunities to address DEI within MPL's organizational Culture. The focus of the work was primarily internal, investigating how staff need to be supported in their understanding and commitment to creating equitable services. That said, areas for service improvements were also identified. The Inclusion Strategy identified some traditional areas of strength for MPL, including the system's focus on wellness and mental health, engagement with cultural celebrations of relevance for the community and the diversity of the staff itself (in 2018, according to workforce data, 68% of staff identified as non-white, with a significant variation of ages in staff). Building from this, staff identified key areas to build service capacity: mental illness, accessibility and neurodiversity, ageing, racial and culture diversity, gender diversity, and economic marginalization and housing insecurity. The strategy included several outcomes such as encouraging staff engagement through sharing their lived experience, increasing staff satisfaction with diversity at MPL and improving customers' sense of inclusion and equity at the library. This strategy was approved by Senior Management in 2019 and since that time, staff have been working on implementing its recommendations. Some of the deliverables achieved in 2020 include:

- Refreshed Homebound Service to improve access for those with mobility barriers
- Staff trained on the CELA services and enhanced content to promote the service through the website
- Developed MPL's Complex Service Policy to refocus on deescalation and community-informed conflict resolution in addressing disruptive behaviours in the library
- Refreshed the Customer Service Intensive training with expanded content on serving diverse communities
- All MPL staff completed anti-black racism training
- Created the Inclusive Language guide for staff to understand and use preferred terminology in servicing customers with diverse backgrounds
- Included "Fosters Inclusion" as a core staff competency (for performance & development and recruitment)
- Implemented mental health awareness training, including certifying all FT and Management staff with Mental Health First Aid
- Expanded staff training from MPL Edu, including training on unconscious bias
- Rolled out internal allyship awareness campaign to support Pride month
- Staff trained on diversity auditing for Collections, decolonizing public libraries
- Training for Management staff on inclusive management practices
- Through Library Services Canada (MPL's collections vendor), reviewed C3's taxonomy in relation to Indigenous areas of knowledge to respond to the Truth and Reconciliation Commission (TRC) call to action
- Expanded accessibility features for events including closed captioning for online events, standard use of microphones for public events, etc
- Expanded use of translation in programs to better serve ELL communities

Following the events of 2020 with the murder of George Floyd and the subsequent global response, MPL is undertaking a review and refresh of the Inclusion Strategy to ensure the objectives identified continue to be relevant to the community. The refresh will also serve to address both anti-black racism, and rising incidents of anti-Asian racism.

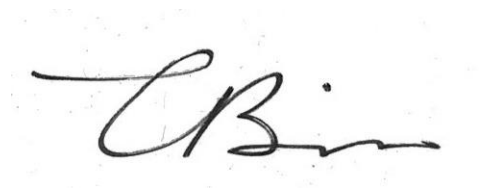
### **DIVERSITY ACTION PLAN**

In 2020, the City of Markham committed to a new Diversity Action Plan – the first revision to this plan in a decade. MPL is supporting this effort with a staff team contributing research and support for recommendations identified by the City's citizen advisory committee on Diversity. This has, to date, included recommendations for improving the resources on the City's accessibility website. Further, MPL is supporting the City's research efforts by contributing expertise in the creation of socio-demographic data for Ward profiles to better understand the community.

### FUTURE OPPORTUNITIES

For 2021-2022, MPL has identified several initiatives from the Inclusion Strategy in its departmental workplans:

- “Homelessness in Libraries”, a training program focused on service to customers experiencing homelessness and unstable housing, will be rolled out for all front-line staff
- Customer Service to Older Adults – staff training is in development for roll out in Q4
- Space use assessment to determine how library space use supports older adults and individuals with accessibility needs
- Diversity audit of the children’s picture book collection and expand staff storytime collection to include more materials featuring diverse characters
- Implementation of “Memory Kits”, a special lending kit of materials to support individuals with dementia
- Develop a special collection of sensory toys and equipment to support neurodiverse children and has pursued a grant with the Ministry of Seniors and Accessibility for funding
- Evaluate the Fine Free pilot to assess the impact of fine reductions for economically marginalized families
- Review C3 taxonomies for LGBTQ+ collections
- Integrate community information, including service agencies supporting diversity and equity, into the Integrated Library System (ILS) to increase access to social services in Markham and York Region

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Catherine Biss  
CEO & Secretary-Treasurer

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Debbie Walker, Director, Library Strategy and Planning

DATE OF MEETING: May 31, 2021

SUBJECT: **Municipal Priorities for 2021**

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### RECOMMENDATION:

**That the Board receives the Board Education Report entitled “Municipal Priorities for 2021”.**

### BACKGROUND:

#### **The Framework for Municipal Priorities – Building Markham’s Future Together (BMFT) 2020 – 2023**

In January 2020, Markham Council approved the City’s Strategic Plan – Building Markham’s Future Together (BMFT) 2020 – 2023.

BMFT establishes the City’s vision, mission and values as the **framework** for both Council decision-making and day-to-day employee focus and ensures that resources are allocated to support the strategies and initiatives that help the City achieve its desired outcomes.<sup>1</sup>

Accordingly, each City business unit/department, through the annual business planning process, uses the BMFT framework to identify the actions (projects and initiatives) it proposes to undertake to bring BMFT to life and to ensure that departmental resources are appropriately allocated to advance and align with municipal priorities. Many of these priority actions are cross-departmental in nature.

Using the BMFT framework of Goals, Objectives and Actions, the body of this report outlines those 2021 municipal priority areas which have relevance to library services. MPL’s alignment with BMFT Goals and Objectives and participation in BMFT projects and initiatives are highlighted in **red** and in text boxes throughout the report.

### **BMFT Goal 1: Exceptional Services by Exceptional People**

**Goal Statement:** *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

#### **Strategic Objective 1.1.**

Deepen our understanding of what our community and stakeholder’s value and need to inform municipal leadership and continuous improvement of our services.

#### **2021 Municipal Priorities Pursuant to BMFT 1.1**

##### **Community Engagement Strategy**

The foundation of Markham’s Community Engagement Strategy is a suite of tools for ongoing stakeholder feedback and engagement. These tech-enabled tools take a multi-channel approach

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<sup>1</sup> Report to General Committee: Building Markham’s Future Together (BMFT) 2020 – 2023 Strategic Plan Update. April 26, 2021. <https://pub-markham.escribemeetings.com/Meeting.aspx?Id=6d016e4c-474c-42cb-8b95-a54f56558223&Agenda=Merged&lang=English&Item=38&Tab=attachments>

to two-way communication and are designed to both effectively gather feedback on services and push information out to stakeholders. They include:

- Regular online customer surveys, collecting resident input and ideas on a range of issues;
- Your Voice Markham, a public-facing interactive platform; for surveys and focus groups; and
- The E-Blast Program, which sends mass e-mails to a large distribution list of Markham residents, including those who have signed up for **MPL** e-newsletters.

Markham's investment in these digital tools reflects the City's commitment to reaching out and informing the public, and obtaining input on public expectations of municipal services. The ongoing feedback received is critical to ensuring exceptional service delivery and the effective planning and development of services.

**MPL 2021 Action Pursuant to 1.1:** All business units are required to undertake at least one corporate annual Customer Satisfaction Survey for a targeted library service – in 2021 MPL's Survey will target Virtual Services.

### Planning for the 2022 Municipal Election

Planning for the successful administration of the 2022 Municipal Election is under way, with the issuance of an RFP for the procurement of an online voting system to further the City's leadership in digital democracy. **MPL** will support the City Clerk (who is responsible for the administration of municipal elections) as needed in facilitating an inclusive voting experience for all eligible voters.

### Corporate Language Translation Policy

Given Markham's status as Canada's most diverse City, a key 2021 municipal priority is the development of a corporate-wide language translation policy to ensure consistency in translation services across the Corporation. Led by Corporate Communications, targeted translation pilots took place in 2020. Data from these pilots will help inform translation policy guidelines moving forward. Budget may be a consideration.

**Strategic Objective 1.2.** Leverage leading technologies to enable city building and evolution / transformation of our services.

As a strategy to achieve financial sustainability – maintaining service levels while containing operating costs – Markham, like most municipalities, leverages technology to enhance services and business operations. On behalf of all business units, the City invests in innovative systems and processes to drive efficiencies, streamline service delivery and increase revenue streams.

**Library Role Pursuant to 1.2:** As access to municipal services moves increasingly online, libraries' digital literacy role has been recognized as critical to bridging the digital divide and ensuring that all citizens are supported with wifi, public computers, awareness training, and training in the development of the digital literacy skills needed to access available services and to participate in community and democratic processes (such as online surveys and online voting).

These tech-enabled transformations have been key to mitigating the impacts of COVID-19 on essential public services. Public safety restrictions and facility shutdowns over the last fourteen months have made online service delivery a necessity.

### 2021 Municipal Priorities Pursuant to BMFT 1.2

#### Online Forms

The 2021 business plans of several business units include continuing to increase the availability of online forms for service requests.

**MPL 2021 Action pursuant to BMFT 1.2:** Launch library ecards to improve access to virtual/digital library by facilitating online self-registration by residents.

#### Perfect Mind (CLASS replacement)

A cross-departmental team, including **MPL** staff, continues to work with a consultant to develop a solution for program registration, online room bookings, and a Point-Of-Sale cashiering system. This is a multi-year project.

#### Enterprise Staff Scheduling Software

Another cross-departmental team, including **MPL** staff, continues to develop a solution to more efficiently manage the scheduling of shift/part time staff in multiple business units. This is also a multi-year project.

#### Virtual Staff Training

The City's Human Resources Department, along with departments such as **MPL** that require specialized training, will continue to transition in-person training to virtual training.

#### Digitization of Public-Facing Publications

COVID forced an early digitization of Markham Life. The next phase of digitization will be to digitize Markham Life and the corporate Annual Report as a combined Community Report, including BMFT achievements, starting at the end of 2021.

#### Digital Payment Initiative

Automation of cash management and payments is in planning, along with the discontinuance of the acceptance of cash and personal cheques for transactional services in the City of Markham.

Library staff have raised concerns about the exclusion of the working poor who may not have debit cards, as well as the need to allow the use of coins for our coin-operated equipment (photocopiers).

#### Advancing Digital Markham / "Frictionless City"

Implementation of the Digital Markham Strategy's technology roadmap will continue to advance through optimized and innovative technology solutions that mitigate business risks and are cost-effective.

All business units will continue to embrace innovation and relevant technologies in delivery of service.

The Library plays a key role in the Digital Markham Strategy through its ongoing expansion of digital access and literacy programs.

**Strategic Objective 1.3.** Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.

While **MPL** handles most HR functions internally, it supports and benefits from corporate HR initiatives where appropriate.

### 2021 Municipal Priorities Pursuant to BMFT 1.3

#### Risk and Innovation

Empowering employees to take risks and pursue innovation is an ongoing priority for all business units.

#### Implementing the People Plan

Markham's People Plan is HR's strategy for attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities. **MPL's** HR strategy aligns with the People Plan, with refinements for the public library context.

#### Investing in Staff Training

The Markham Learning Centre has transitioned training from in-person learning to e-learning opportunities. Similarly, **mpledu** continues to develop and roll out online training modules

#### Modernized Employee Wellness Program

**MPL** participates on the Total Wellbeing Team to implement the corporate Employee Wellness Program which provides digital resources.

#### Collective Bargaining

HR leads the City's collective bargaining process with Markham's CUPE locals to update terms and conditions of employment to support employee attraction and retention. For the **Library** CUPE locals, HR provides support to the bargaining process led by Library senior staff.

## **BMFT Goal 2: Engaged, Diverse, Thriving and Vibrant City**

**Goal Statement:** *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

*We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

### **Strategic Objective 2.1.**

Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.

### 2021 Municipal Priorities Pursuant to BMFT 2.1

#### Neighbourhood Partnership Strategy

CFS departments (Parks, Recreation and **Library**) partner with neighbourhood and service organizations (such as the United Way) to customize service delivery to hyper-local needs and develop neighbourhood action plans. The Strategy includes the creation of a "Good Neighbour" handbook.

### Expansion of the Community Hub Concept Across the City

The Community Hub Model developed at the Aaniin Community Centre will be assessed through partnership with York to create a new framework for expanding the model city-wide as we recover from the pandemic.

### “Discover Markham” Project

Starting with the completion of corporate event inventory list, “Discover Markham” is a strategy for the celebration of Markham’s past, diverse communities and events. It will amalgamate events from all departments and create an events program and communication strategy to celebrate Markham.

### Special Events Strategy

Due to COVID, large in-person community events have been on hold for more than a year. Following the completion of a “Safe Return to Events” strategy, the Special Events Strategy will reimagine how the City delivers events, including standardizing requirements and streamlining processes. As a team player, **MPL** staff will continue to ensure a library presence to support key corporate special events.

#### Strategic Objective 2.2

Support arts, culture, recreation and sport to enrich the fabric of our communities.

#### 2021 Municipal Priorities Pursuant to BMFT 2.2

### Diversity and Inclusion Action Plan Update

Led by the City’s Human Resources Department, the City’s 2010 Diversity Action Plan (DAP) will be updated by reviewing the status of DAP recommendations, developing a broad engagement process and addressing gaps within the DAP. Supported by consultant expertise, the Update will include:

- Consult with Markham Black communities to understand issues and challenges (part of anti-Black racism strategy and training that was introduced in July 2020).
- Audit Diversity, Equity and Inclusion policies.
- Continue internal and external education on diversity, inclusion and racism.
- Develop follow up initiatives to Let’s Talk about Racism eLearning for City staff.

#### MPL 2021 Business Plan Actions pursuant to Diversity and Inclusion:

- Support the building and strengthening of strategic community partnerships that support diversity and inclusion.
- Reduce barriers to library membership for children and teens to support inclusive access to library educational materials.

All City departments, including MPL, will be engaged in supporting the DAP Update through participation and e-learning opportunities.

### Public Art

Public art is a key component of Markham's Public Realm strategy across all parts of the City. Implementation of the Council-approved Public Art Master Plan is designed to ensure an excellent urban experience in Markham. Public Art funds are collected through the development process and Section 37 of the Planning Act.

Library and other community facilities are enhanced by the installation of public art on our sites, such as the upcoming unveiling of new sculptures: Living Light and Top Garden at the Aaniin CCL, projected for 2022.

### Volunteer Program

The corporate volunteer program (led by Recreation and in abeyance during COVID) will, in the post-COVID era, continue to be enhanced across the City. Volunteerism is a key Markham value and is focused primarily on opportunities for high school students.

### Culture Strategy

To advance cultural opportunities for Markham, the department of Economic Growth, Culture and Entrepreneurship will seek funding in 2021 for a consultant to work with staff to develop a new Culture strategy. The project will include an examination of the integration of cultural endeavours in public spaces, community facilities and parks. **MPL** staff will participate on the project team to create the Culture Strategic Plan.

### Strategic Objective 2.3

Build Markham as the best place to live, invest, work, and experience rich diversity.

### 2021 Municipal Priorities Pursuant to BMFT 2.3

#### Brand Strategy

A project to strengthen the City's brand strategy with a strong value proposition is planned for a 2022 start. This may involve the input of several departments including **MPL**.

#### Creating an Environment to Attract Growth

Viewed through the lens of fiscal strategy, community infrastructure to support a strong quality of life is key to creating an environment that attracts new development and assessment growth. Accordingly, in 2021, Finance will commence the Development Charges Background Study and associated By-laws incorporating Bill 197 requirements with expected completion in Q4 2022. It will also develop a Community Benefit Charge policy and associated strategy as per Bill 108 & Bill 197, to be completed by Q3 2022. Both projects have potential implications for the **Library**.

#### Economic Development Strategy

The development of a new City Economic Development Strategy will start in 2021. It will include targeted sector attraction and expansion, business expansion and retention, entrepreneurship and training, innovation and start-ups, and the exploration of creative industries including film. Markham's business associations and educational institutions will be involved in the delivery and implementation of economic development strategies and programs.

The new Economic Development Strategy may have implications for **MPL's** training programs re workplace and digital skills.



### York University Markham Campus

The development of the York University Markham (YUM) campus is viewed corporately as a growth driver in Markham Centre, attracting new development and assessment growth. Several departments, including Legal (implementation of legal agreements) and ITS (promoting the goals of the Digital Markham strategy) are engaged in supporting the YUM Campus project.

### Markham Centre – Civic Square

Led by the Planning and Urban Design department, the concept of a major civic square with cultural amenities is under exploration through the Markham Centre Secondary Plan Update process. This process includes staff from Parks, Recreation and **Library**.

At the same time, through the 2022 budget process, the department of Economic Growth, Culture and Entrepreneurship plans to seek funding for a feasibility study for a new theatre/cultural complex in Markham Centre.

### Destination Markham Strategy

Corporate Communications will lead a project to create a Destination Markham Strategy (DMS), promoting the Markham brand and attracting tourism. The DMS will include the development of a business plan that is inclusive of arts, culture, sport and recreation.

## **BMFT Goal 3: Safe, Sustainable and Complete Community**

**Goal Statement:** *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

### **Strategic Objective 3.1**

Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.

#### **2021 Municipal Priorities Pursuant to BMFT 3.1**

### **Yonge Subway and other Higher-Order Transit – Advocacy**

In general, MPL staff are not involved in transportation files. However, the recent announcement of federal funding for the Yonge Street Subway Extension through Thornhill may accelerate the need for an update of the Yonge Street Secondary Plan, which could have implications for the planning of community service infrastructure along this high-density corridor.

### **Strategic Objective 3.2**

Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities

#### **2021 Municipal Priorities Pursuant to BMFT 3.2**

### **Building Complete Communities**

As policy, the concept of “complete communities” is a component of the provincial growth policy for the Greater Golden Horseshoe.<sup>2</sup> Since 2006, this policy has driven a regional shift to more compact development patterns, a greater variety of housing options, more mixed-use development in urban growth centres, and greater integration of transit and land use planning.

<sup>2</sup> First enacted in 2006. Current consolidation is at <https://files.ontario.ca/mmah-place-to-grow-office-consolidation-en-2020-08-28.pdf>

In Markham, the Growth Plan for the Greater Golden Horseshoe informed Markham's 2014 Official Plan.

Complete communities are defined as:

Places such as mixed-use neighbourhoods or other areas within cities, towns, and settlement areas that offer and support opportunities for people of all ages and abilities to conveniently access most of the necessities for daily living, including an appropriate mix of jobs, local stores, and services, a full range of housing, transportation options and **public service facilities**. Complete communities are age-friendly and may take different shapes and forms appropriate to their contexts.

The 2019 Update of the Integrated Leisure Master Plan (ILMP) referenced the provincial growth policy in linking investment in public service facilities to the ILMP's themes of keeping pace with changing needs, maximizing existing infrastructure and supporting the achievement of complete communities.

As per our business plans, and pursuant to BMFT Strategic Objective 3.2, Parks, Recreation, Culture and **Library** staff continue to participate in Growth Management projects and provide input regarding the provision of community services (PRCL) in new communities.

### Secondary Plans

In relation to advancing development applications and ensuring orderly management of assessment growth, the initiation, update and completion of various Secondary Plans are a key priority for the Planning and Urban Design department over the next three years. These include:

2021:

- Complete Secondary Plans for Markham Centre, Cornell Centre, Milliken Mills, Mount Joy and the Unionville Heritage Centre.
- Initiate Secondary Plans for Markville, the Markham Village Heritage Centre, the Yonge Corridor and Langstaff Gateway.

2022-23:

- Complete Secondary Plans for Markville, the Markham Village Heritage Centre, the Yonge Corridor and Langstaff Gateway.
- Initiate Secondary Plans for the Future Urban Area Employment Block, Hwy 404 North, and Thornhill Centre.

In terms of our existing library branches, several of the Secondary Plan (SP) projects may have implications in terms of branch capacity for serving population growth. These include the Cornell Centre SP (potential impact on Cornell branch service levels), Milliken Mills SP (potential impact on Milliken branch service levels), and the Thornhill Centre SP (potential impact on service levels at the Thornhill Community Library.)

### Implementation of the 2019 Integrated Leisure Master Plan

Implementation of many ILMP recommendations is currently deferred due to the COVID-related closure of community facilities, along with staff layoffs and redeployments. However, the following Actions are in progress:

- PRCL staff continue to participate in and provide input to Growth Management projects.
- The Markham Centre library and Community Hub concepts are under discussion through the Markham Centre Secondary Plan Update process.
- Parks Operations Business Plan includes the development of a 5-year rolling new parks capital plan with Planning & Urban Design.

Subject to post-COVID recovery, a 2021 year-end report will update the status of all ILMP recommendations and set out an implementation plan going forward.

### Parking Strategy

- Planning and Urban Design will develop a city-wide parking strategy (2021-2023). This will involve retaining a consultant and conducting community consultation in 2022. In the event the scope of the parking strategy project includes current parking lots associated with libraries, it may have implications for **MPL** customers and staff.

### Official Plan Review

- The Planning and Urban Design department will provide input and comments for various components of York Region's Official Plan Update and Municipal Comprehensive Review
- Following adoption of an updated Regional Official Plan by Regional Council, Markham will initiate an update of its Official Plan to conform with new Regional Official Plan and a planning horizon up to 2051.

The updated Regional and City Official Plans will set the stage for the planning of future community facilities.

### Strategic Objective 3.3.

Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.

The pandemic has given new urgency to emergency preparedness pursuant to BMFT 3.3.

### 2021 Municipal Priorities Pursuant to BMFT 3.3

#### Business Continuity Planning

All departments are prioritizing the development of current Business Continuity Plans to address COVID lessons learned and ensuring that staff are trained in their implementation.

These Plans complement a project to develop a Citywide alert system to communicate directly to residents during emergencies, Flood Control Programs, and various strategies to address impacts of extreme weather, emergency preparedness and proactive infrastructure protection.

### Strategic Objective 3.4.

Protect and enhance our natural environment and built form.

### 2021 Municipal Priorities Pursuant to BMFT 3.4

#### Reducing Energy Consumption – Net Zero Plan

Led by the Sustainability and Asset Management department, **MPL** and other City facilities will support the program to promote retrofits to existing buildings to reduce energy consumption and expand the use of renewable energy sources in order to achieve the City's Net Zero Emissions by 2050 target.

#### Rouge National Urban Park

Along with Recreation, **MPL** will support the establishment of Rouge National Urban Park (RNUP) and pursue partnership opportunities for programming in the RNUP.

## **BMFT Goal 4: Stewardship of Money and Resources**

**Goal Statement:** *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

### **Strategic Objective 4.1.**

Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.

#### **2021 Municipal Priorities Pursuant to BMFT 4.1**

##### **Funding Strategy and E3**

Markham's short- and long-term financial strategies are aligned with BMFT and changes in the ongoing environment, including the maintenance of readiness to respond to legislative or other business environment changes. The City of Markham has had the lowest 15-year property tax rate in the GTA. It is anticipated that the 2022 budget will continue the 2021 budget policy of targeting a 0% tax increase<sup>3</sup>.

Since 2009, Markham's E3 funding strategy, Excellence through Efficiency and Effectiveness, has focused on maximizing revenue, finding synergies, eliminating the non-essential, cost avoidance through technology, maximizing partnership opportunities, process re-engineering and review of service models/service levels in terms of KPIs like cost per capita of **library** services.<sup>4</sup>

Going forward, all departments are expected to identify further E3 opportunities, such as streamlining business processes (while also addressing the maintenance of service levels), review of fee structures, monitoring the competitiveness of Markham's fees and charges, and considering alternate sources of revenue.

##### **Sponsorship Strategy**

Markham's Corporate Communications department is responsible for the implementation of a Citywide Corporate Sponsorship Strategy, which includes events sponsorship, as well as facility and program sponsorship. During COVID, all events have been cancelled, facilities closed along with significant staff reductions. This environment has in large part suspended work with potential sponsors and target-setting for sponsorship revenue.

In 2022-2023, the Corporate Sponsorship Strategy will be implemented across departments where sponsorship opportunities are present. This may affect the **Library**.

### **Strategic Objective 4.2.**

Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.

#### **2021 Municipal Priorities Pursuant to BMFT 4.2**

##### **Evaluation of Partnerships to Support Service Delivery**

**MPL's** business plan includes a project to develop a process for evaluating public and private sector partnerships and business opportunities. This is a recommendation of the 2019 ILMP.

<sup>3</sup> 2020 BMFT Accomplishments include: Obtained Council approval of the 2021 budget, with a zero % property tax rate increase. The Budget preserved current service-levels, continued investments in Council approved priorities, as well as ensuring sufficient funds in the Life Cycle Reserve for the next 25 years, based on known inflows and outflows.

<sup>4</sup> Markham achieved \$1.7 million of E3 savings as part of the 2020 budget. Since 2009 over \$29.4M in savings has been achieved, which equates to a tax rate increase avoidance of 24.5%.

### Continuous Improvement

All departments are required to advance detailed service planning for continuous improvement, support knowledge transfer, and use process mapping tools to support departmental review of processes/policies to modernize and find efficiencies and improve customer experiences.

#### **Strategic Objective 4.3.**

Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.

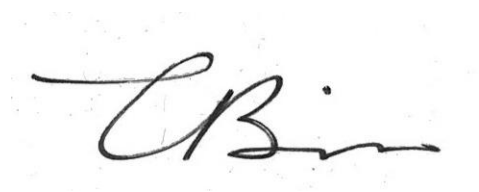
#### **Municipal Priorities Pursuant to BMFT 4.3**

##### **BMFT Public Reporting**

For year-end 2021, the City will establish a public reporting system aligned to BMFT, including key metrics.

##### **Auditor General Reports**

In 2021, City's Auditor General is commencing a Value for Money Audit of departmental programs and services. An online survey of senior staff was recently deployed to help the auditor identify target areas within the City's current services that hold the most promise for potential improvement to effectiveness, efficiency, and customer satisfaction.

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