

MARKHAM PUBLIC LIBRARY BOARD

REGULAR MEETING

Notice of meeting to be held on Tuesday, April 29,2025 7:00 p.m. Virtual Meeting by ZOOM

AGENDA

1.0 Call to Order/Adoption of Agenda

- 1.1 Adoption of Minutes: (March 24,2025)
- 1.2 Declaration of Conflict of Interest
- 1.3 Delegations
- 1.4 Chair's Remarks

2.0 Ownership Linkage

- 2.1 Reports from Board members

3.0 Board Education

- 3.1 Trend Report Update (D. Walker)
- 3.2 Digital Literacy at MPL (A. Cecchetto)

4.0 Information Requested by the Board

- 4.1 CEO's Highlights

5.0 Items for Decision

- 5.1 Board Approval of 2025 Library Capital Budget Report
- 5.2 Board Approval of 2025 Library Operating Budget Report
- 5.3 Resignation of Board Member Ms. Jenny Tung

6.0 Monitoring Performance

- 6.1 **Ends:**
 - 6.1.1 Strategic Plan Update(D. Walker)
- 6.2 **Executive Limitations:**
 - 6.2.1 Asset Protection: EL-2e (K.Wightman/M.Sawh)

7.0 Consent Agenda

All items under the Consent Agenda are considered to be routine and are recommended for approval by the Chair.

7.1 Declaration of Due Diligence by the CEO

7.2 Communication and Correspondence :

7.2.1 YorkRegion.com: Your Earth Month bucket list: 9 Markham events you shouldn't miss <https://www.yorkregion.com/news/your-earth-month-bucket-list-9-markham-events-you-shouldn-t-miss/article>

7.2.2 Canadian Firefighter: Wellness Spaces for First Responders [Canadian-Firefighter-Wellness-Spaces-A.-Perchotte.pdf](#)

8.0 Board Performance and Self-Evaluation

8.1 Questionnaire Results: Feedback to the Chair

9.0 New Business

10.0 In-Camera

10.1 To discuss confidential matters

11.0 Adjournment

**NEXT MEETING: Monday, May 26,2025 7:00 p.m.
Aaniin Library,
5565 14th Ave.
Markham, ON L3S 3K5**

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

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

DATE OF MEETING: April 29, 2025

SUBJECT: Trend Report Update

RECOMMENDATION:

THAT the Board receives the Board Report “Trend Report Update” and the related Presentation.

BACKGROUND:

Environmental Scan Update

Staff continue to research and analyze trends and issues relevant to the public library sector in Canada.

Trend Reports are organized by Focus Areas:

Focus Areas	Trend Reports (Macro)	Status Apr 22
Economy and Politics	Economy and Finances	Complete
Education and Training	Federal Cap on International Student Visas	Complete
	Early Literacy	Complete
	Literacy	Complete
Health and Well-being	Health and Wellness	Complete
Libraries and Non-profits		In progress
Social Development ¹	Aging Population	Complete
Technology	Social Issues	Complete
	Digital Literacy Presentation	
Transportation		In progress

¹ Social development is about improving the well-being of every individual in society so they can reach their full potential. The success of society is linked to the well-being of each and every citizen. Social development means investing in people.

Environmental Analysis: Phases

Given the uncertainty of the current moment, with global economic shifts and geopolitical turbulence driving a volatile and rapidly evolving landscape, staff are conducting the environmental scan in two phases:

Phase 1 – Macro Issue Research and Analysis:

Macro issues are the global, national and provincial issues that have implications for public library strategies.

Staff will continue to track macro-level issues as they evolve during 2025 – e.g. the outcomes of the upcoming federal election, and of the ongoing tariff wars.

Phase 2 – Analysis of Issues through a Local Lens

Through consultation with community partners, Phase 2 will empower the local voice regarding the impact of macro issues within the boundaries of Markham. This Phase will be community-driven, contextualizing the evidence and elevating the community perspective.

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Catherine Biss

CEO & Secretary-Treasurer

APPENDIX “A”: An Aging Population/DEI/Early Literacy

APPENDIX “B”: Economy and Finances/Federal Cap on International Students/Health and Wellness/Literacy/Social Issues

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: April 29, 2025
SUBJECT: Board Approval of 2025 Library Capital Budget Report

RECOMMENDATION:

That the Library Board adopts the 2025 Capital Budget of **\$3,235,000** for the Library's portion of the City of Markham's 2025 Capital Budget; and,

That staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

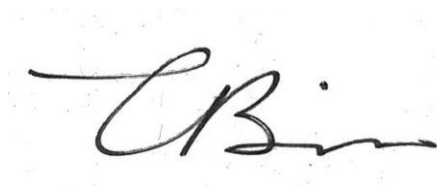
To request that the Board adopt the Library's 2025 Capital Budget. Board approval of the annual budgets is required for auditing purposes.

BACKGROUND:

The Library participated fully in the City's annual budget process in 2024 through the submission of its 2025 Capital requirements. With the assistance of Financial Services staff, estimates were adjusted and some projects were deferred or amended in order to align with the Corporation's guidelines.

Markham Council approved the City's 2025 Budget on November 27, 2024, with 3.88% tax rate increase for day-to-day operating costs and infrastructure investment to support the life cycle reserve.

Appendix "A" provides a detailed breakdown of the Library's Capital Budget projects for both 2025 and 2024, along with brief project descriptions. As can be seen, Library Collections are included in the Capital Budget and represent the largest component of this budget. The 2025 figure of \$3,235,000 represents a decline of 2.7% over 2024.



Catherine Biss
CEO & Secretary-Treasurer

ATTACHMENTS: Appendix "A" – Library Capital Budget Projects

APPENDIX “A” – LIBRARY CAPITAL BUDGET PROJECTS

AGENDA 5.1

2025 Capital Budget Projects – Library:

Project #	Project Name	Budget (\$)	Brief Project Description
25151	Library Collections	1,840,100	Library Collections are a core MPL service provided to the community. This project will fund the purchase of new materials, new collections and the replacement of damaged and withdrawn books. The reduction of \$52.5K from 2024 is due to the adjustment from a new contract.
25152	Replace Library Furniture, Equipment & Shelving	194,900	Annual program to replace damaged/worn/outdated furniture, equipment & shelving. The high level of public usage results in heavy use of tables, chairs, study carrels, etc., which must be replaced regularly in order to maintain both the appearance and functionality of MPL facilities.
25310	Library Collections – E-resources & Periodicals	1,200,000	The E-Resources & Periodicals components of the Collections budget have been split out from the rest. The combined total is \$3,040,100.
TOTAL		3,235,000	

2024 Capital Budget Projects – Library:

Project #	Project Name	Budget (\$)	Brief Project Description
23449	Library Collections	1,892,600	Library Collections are a core MPL service provided to the community. This project will fund the purchase of new materials, new collections and the replacement of damaged and withdrawn books.
24181	Replace Library Furniture, Equipment & Shelving	191,100	Annual program to replace damaged/worn/outdated furniture, equipment & shelving. The high level of public usage results in heavy use of tables, chairs, study carrels, etc., which must be replaced regularly in order to maintain both the appearance and functionality of MPL facilities.
23462	Library Collections – E-resources & Periodicals	1,200,000	The E-Resources & Periodicals components of the Collections budget have been split out from the rest. The combined total is \$3,092,600.
24180	Consulting Service for Ward 2 Community Consultation	41,100	Consultant services to conduct community consultation in Ward 2 to identify constituent needs & priorities for community services & facilities.

APPENDIX “A” – LIBRARY CAPITAL BUDGET PROJECTS

AGENDA 5.1

TOTAL		3,324,800	
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TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: April 29, 2025
SUBJECT: Board Approval of 2025 Library Operating Budget Report

RECOMMENDATION:

That the Library Board approves the 2025 City of Markham Grant in the amount of **\$15,679,598**; and,

That the Board approves the 2025 Library Operating Budget consisting of Library Income in the amount of **\$918,972**, and Operating Expenditures (excluding Personnel Ramp-ups) in the amount of **\$16,598,570**; and,

That upon finalization of the 2024 Library audited financial statements, the 2025 Operating Budget be adjusted to reflect the 2024 operating results; and,

That the above figures be subject to further adjustment as required throughout the year based on information received from the City of Markham; and,

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

PURPOSE:

To request that the Board approve the City of Markham Grant and the Library's Operating Budget for 2025. Board approval for the annual Operating Budget is required for auditing purposes.

BACKGROUND AND DISCUSSION:

The Markham Public Library participated fully in the City's annual budget process in 2024, including submission of its 2025 Operating Budget requirements. Markham Council approved the City's 2025 Budget on November 27, 2024, with 3.88% tax rate increase for day-to-day operating costs and infrastructure investment to support the life cycle reserve.

The approved 2025 City budget figure of \$674.7M covering all departments includes operating funding for the Library. This year the Library has a net budgetary increase of \$944,016 in its Operating Budget.

The table below outlines the Library's 2025 Operating Budget. Explanations for all changes are provided in Appendix A, "2025 Library Operating Budget Adjustments – Explanations & Comments."

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Catherine Biss
CEO & Secretary-Treasurer

ATTACHMENTS:

- Appendix A: 2025 Library Operating Budget Summary
- Appendix B: 2025 Library Operating Budget Adjustments – Explanations & Comments

AGENDA 5.2

Appendix A: 2025 LIBRARY OPERATING BUDGET SUMMARY

Acct	Description	2025 Budget	2024 Budget	Change
	Library Income - Total	(\$918,972)	(\$1,147,120)	\$228,148
	Operating Expenditures	\$16,598,570	\$15,882,702	\$715,868
	Net Expenditure (City of Markham Grant)	\$15,679,598	\$14,735,582	\$944,016

2025 LIBRARY INCOME – DETAIL

Acct	Description	2025 Budget	2024 Budget	(Increase) / Decrease
8300	Province of Ontario Grant	(\$228,778)	(\$228,778)	\$-
8800	Program Registration Fees	(\$509,819)	(\$515,319)	\$5,500
8801	New Memberships	(\$8,894)	(\$11,894)	\$3,000
8884	Fines & Fees	\$-	(\$222,648)	\$222,648
8899	Other Service Charges	(\$8,497)	(\$8,497)	\$-
8999	Program Room Rentals	(\$30,148)	(\$57,148)	27,000
9115	Vending Machines	(\$1,400)	(\$1,400)	\$-
9146	Photocopying	(\$45,250)	(\$30,250)	(\$15,000)
9199	Miscellaneous Sales	(\$86,186)	(\$71,186)	(\$15,000)
	TOTAL	(\$918,972)	(\$1,147,120)	\$228,148

2025 LIBRARY OPERATING EXPENDITURES – DETAIL

Acct	Description	2025 Budget	2024 Budget	Increase / (Decrease)
3000	Salaries and Benefits	\$14,433,259	\$13,739,739	\$693,520
4010	Printing & Office Supplies	\$26,282	\$34,957	(\$8,675)
4200	Program & Operating Expenses	\$108,415	\$108,415	\$-
4290	Other Operating Expenses	\$5,862	\$5,862	\$-
5000	Utilities	\$175,810	\$175,810	\$-
5100	Communications	\$169,290	\$164,270	\$5,020
5200	Conference & Travel Expenses	\$32,320	\$32,320	\$-
5250	Staff Training & Staff events	\$56,417	\$56,417	\$-
5300	Contracts & Service Agreements	\$269,426	\$268,758	\$668
5400	Maintenance & Repairs	\$216,292	\$212,768	\$3,524
5510	Rental/Lease (Copiers)	\$13,562	\$13,562	\$-
5560	Insurance	\$11,963	\$11,963	\$-
5600	Professional Services	\$83,224	\$67,642	\$15,582
5700	Licenses, Permits, Fees, Service Charges	\$40,618	\$33,389	\$7,229
5800	Promotion & Advertising	\$35,588	\$32,588	\$3,000
5900	Occupancy Costs (Community Centre Branches)	\$913,308	\$913,308	\$-
6000	Office Equipment & Furnishings	\$3,000	\$7,000	(\$4,000)
7800	Miscellaneous Expenses	\$3,934	\$3,934	\$-
	TOTAL	\$16,598,570	\$15,572,985	\$715,868

Appendix B:
2025 Library Operating Budget Adjustments – Explanations & Comments

AGENDA 5.2

(1) Library Income:

Acct	Description	Change from last year (\$) * (Increase)/Decrease	Explanations / Comments
8800	Program Registration Fees	5,500	• Adjustment based on 2025 trending
8801	Membership	3,000	• Adjustment based on 2025 trending
8884	Fines & Fees	222,648	• Permanent removal from library budget
8999	Program Room Rental	27,000	• Adjustment based on 2025 trending
9146	Photocopying	(15,000)	• Adjustment based on 2025 trending
9199	Miscellaneous Sales	(15,000)	• Adjustment based on 2025 trending
	TOTAL	222,148	

* - Bracketed numbers indicate budgetary increases / un-bracketed numbers indicate decreases.

(2) Library Operating Expenditures:

Acct	Description	Change from last year (\$) * Increase/(Decrease)	Explanations / Comments
3000	Salaries & Benefits	693,520	• Minimum wage increases and adjustment for the 27 th pay in 2025 (regular 26 pay)
4010	Printing & office supplies	(8,675)	• Adjustment based on 2025 trending
5100	Communications	5,020	• Inflationary increase based on contracted expenditures in 2025
5300	Contracts & Service Agreements	668	• Inflationary increase based on contracted expenditures in 2025
5400	Maintenance & Repairs	3,524	• Inflationary increase & adjustment based on 2025 trending
5600	Professional Services	15,582	• Adjustment based on 2025 trending

Appendix B:
2025 Library Operating Budget Adjustments – Explanations & Comments

AGENDA 5.2

5700	Licenses, Permits, Fees, Service charges	7,229	• Inflationary increase & adjustment based on contracted expenditures in 2025
5800	Promotion & Advertising	3,000	• Adjustment based on 2025 trending
6000	Office Equipment & Furnishings	(4,000)	• Adjustment based on 2025 trending
	TOTAL	715,868	

* - Un-bracketed numbers indicate budgetary increases / bracketed numbers indicate decreases.

AGENDA 6.1.1

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director, Strategy & Planning

DATE OF MEETING: April 29, 2025

SUBJECT: **Strategic Plan Update**

RECOMMENDATION:

That the report “Strategic Plan Update” be received.

BACKGROUND:

Project Re-Set

Following the first few weeks of this project, we have decided to re-set our approach to MPL’s strategic planning. In the absence of funding for a consultant contract, and identifying the need for a fresh and unifying methodology, we have decided that the overall project approach will be guided by Rich Horwath, a leading strategic planning consultant, and his recent publication – “Strategic: The Skill to Set Direction, Create Advantage, and Achieve Executive Excellence”¹.

The intent of this re-set is to bring to bear the rigor and mindset of the private sector to our project. For example, Horwath strips down the essence of strategic planning to two ***fundamental questions:***

- 1. *What are you trying to achieve?***
- 2. *How will you achieve it?***

These fundamental questions will serve as guideposts to help us to focus on the essentials going forward.

Revised Project Milestones

The project design and milestones will continue to include the standard components of strategic planning (environmental scan, consultations, etc.), along with consideration of the following elements:

¹ <https://markham.bibliocommons.com/v2/record/S981C16378628>

AGENDA 6.1.1

Assessment of MPL's **Current Situation**.

Identification of our **Drivers for Action**, including:

- How the updated Library Board Ends Policy requires a new strategic plan as evidence of management's intent, commitment, and plan to achieve the Board Ends.

Identification of **Business Needs**, including:

- Alignment with and relevance to community priorities.
- Expressing MPL's unique value proposition to the City in support of municipal funding.
- Identifying opportunities for innovation and advancement of MPL's service menu.

Project Success Criteria determining how we get from Current State to Target State.

For example:

- Project is **completed on schedule**.
 - Risk: Timelines disrupted by competing priorities.
 - Target State: Timelines stick, due to adequate resources provided.
- **The Board supports the end product**.
 - Noting that the Board has directed that this Strategic Plan is not subject to Board approval but is a plan for the organization to support Board Ends.
 - Target State: Board support.
- **Relevance and Importance to the community** as measured by:
 - Improved efficiency and KPIs
 - Improved client satisfaction.
- **Decreased organizational risk**.

Scope:

- **In Scope:**
 - Development of a new Strategic Plan on time and including all the elements listed in the Milestones table.
- **Out of Scope – Projects that will Build Upon the Direction set by the New Strategic Plan:**
 - Potential reorganization to ensure staff resources are allocated to align with our new strategic priorities, and to strengthen the organization in the long term.
 - Develop and innovate our Business Model – how we create, deliver and capture value to our stakeholders.
 - Customer Service Model Updated to Align with the New Strategic Plan.

Key Deliverables:

- Deliverables List identifying what the project must deliver in order to achieve the stated objectives.
 - Acceptance criteria that will be used to assess the quality and completion of each deliverable.
 - Stakeholder(s) responsible for approving each deliverable and the deliverable's due date.

Vision, Mission and Values (VMV) – Guidelines

- Use the Horvath Approach to developing new and concise statements of **Vision, Mission and Values** (VMV).
- ***“Concision is power and shorter is more memorable”*** – Rich Horvath.
- ***“There are 3 types of purpose that can inspire the members of an organization to consistently give their best effort.”*** The Horvath definitions:
 - **Mission Statement:** Expresses the current purpose, or why you exist.
 - **Vision Statement:** Captures the future purpose, what you aspire to be.
 - **Values:** the guiding purpose, the core beliefs that influence people's thinking and actions.
- When taken together and developed by capturing the organization's unique characteristics, the VMV can help shape strategy, make decisions, and anchor activity in key focal areas.

Goals, Objectives and Tactics – Framework

- Apply the Horvath **GOST Framework** to develop Goals, Objectives and Tactics.
 - To answer the two foundational questions at the core of a strategic plan:
 - What are you trying to achieve? [Goals and Objectives]
 - How will you achieve it? [Strategy and Tactics]

Prioritization Criteria:

- Develop Prioritization Criteria for annual business plans and workplans. e.g. addressing service gaps, parameters and guidelines for prudent financial management and planning in assessing impacts of potential decisions.

Framework for Progress Reporting:

- Identify suite of performance indicators and reporting template to track MPL's progress for the duration of the Plan.

Assumptions:

- Statement of assumptions that, for planning purposes, are considered to be true, real, or certain. These assumptions will be validated during the planning process.
- Inaccurate, inconsistent, or incomplete assumptions can result in project risks.

Project Constraints

- Statement of the specific constraints or restrictions that limit or place conditions on the project, especially those associated with the project scope such as:
 - Limited staff resources supporting the project.
 - Limitations on the budget the project needs to work towards completion.
 - Competing Priorities in Same Year.

Risks:

Identify the key barriers that could impede the processes and/or outputs of the project, with a mitigation plan for each.

- **Constraints on staffing resources supporting the project due to other priorities.** E.g., The Culture and Business Transformation Project, which is a municipal priority.
- **Survey fatigue** due to competing surveys across the City.
- **Lack of funding for consultant** support and independent oversight.
- **Labour Action** disrupting community consultation.
- **No priorities:** Where everything – and consequently nothing – is a priority.
 - Horvath: ***Prioritizing makes companies more efficient and makes them succeed.***
- **Risk aversion:** Affinity for the status quo. ***If aversion to risk and doing things differently is unchecked, it could cause us to miss taking advantage of some game-changing opportunities.***
 - **Risk Mitigation Tools (Horvath):**
 - Shift to the structure of **Strategy Conversations**, with blocks of time for each of strategy, operations, budgets, and tactical activities.
 - **Decision rights** assigned for specific initiatives, projects, events or processes. Make it clear who owns the decision.
 - **Trade-offs:** What you choose not to do vs what you choose to do.

UPDATES

Project Timeline

See Appendix A for the latest Swimlane diagram, designed to create a view of a pool divided into lanes and provide an overall visualization of the project. Also known as functional flow charts, swimlane diagrams map out the cross-functional workflows stressing the interconnections between the components of the project.

Foundations – Progress:

In accordance with the project timeline, and to ensure a successful and effective strategic plan, staff continue to work on three foundational elements of the strategic planning process:

1. Environmental Scan:

Update and progress are reported in Report 3.1 Trend Report Update.

2. Community Participation Plan

The Board received the Community Participation Plan at its March 2025 meeting.


A draft community survey has been developed and will be reviewed by the staff strategy team for sign-off by the CEO.

3. Staff Engagement Plan

The Board received the Staff Engagement Plan at its March 2025 meeting.

Progress to date includes:

- Staff Town Hall meetings to further discuss our plans, answer questions, and gather initial feedback, with in-person sessions held on March 17 and 19, and a Virtual Town Hall meeting, which was recorded for those unable to attend in-person.
- Staff Focus Groups are scheduled for late April.



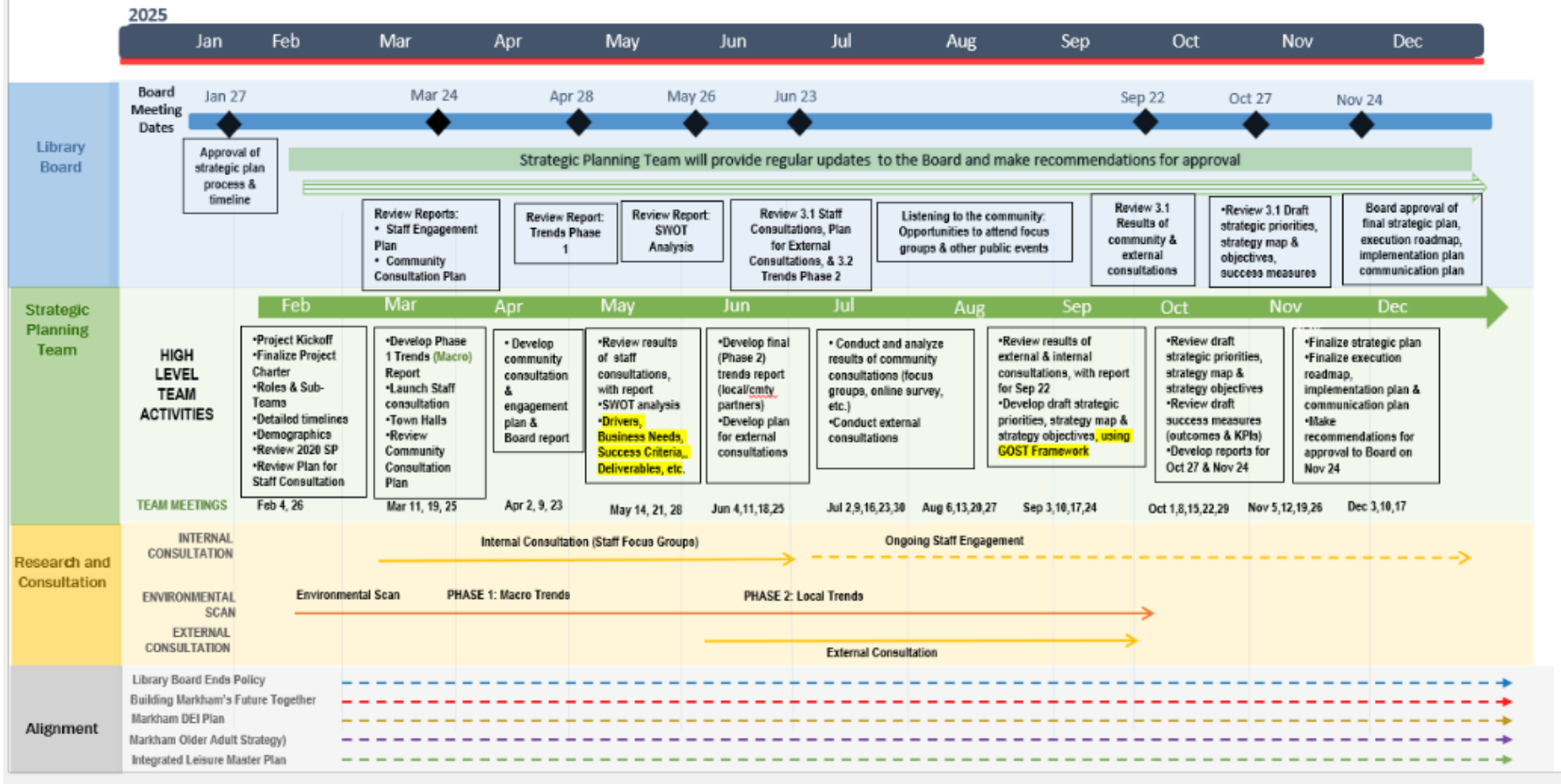
Catherine Biss
CEO & Secretary-Treasurer

APPENDIX A: SWIMLANE DIAGRAM April 22, 2025

APPENDIX A: SWIMLANE DIAGRAM

MPL Strategic Plan Update Process 2025

April 22, 2025



TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: April 29, 2025
SUBJECT: **INTERNAL MONITORING REPORT: Executive Limitation EL-2e, Asset Protection**

EXECUTIVE SUMMARY:

This report provides the Board with an annual affirmation of protection of various Library assets including facilities and equipment; intellectual property; information and files; disposal of substantial assets; the auditing process; liability risk; theft/vandalism of assets; and ensuring the uniqueness of the Library.

RECOMMENDATION:

That the report entitled “Internal Monitoring Report: Executive Limitation EL-2e, Asset Protection” be received.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION (EL-2e)

GLOBAL POLICY LIMITATION:

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

CEO RESPONSIBILITY:

The CEO will ensure that assets are maintained and safeguarded, and that appropriate risk management strategies are in place.

ASSERTION OF COMPLIANCE

As 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 written over a faint, circular official stamp.

Catherine Biss, CEO & Secretary-Treasurer

1. Facilities and Equipment:

The CEO shall not subject facilities and equipment to improper use.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

1.1 Customer Promise:

The Library's facilities and equipment are funded through public support and provided for the benefit and use of the public. The CEO ensures that these assets are used appropriately and protected as publicly owned property.

The Library's "Customer Promise" states that MPL will deliver quality services to all customers on an equitable basis, and that it will provide welcoming public spaces. In return, the Library has the following expectations of its customers:

We are confident that you will work with us to ensure that all library customers share an outstanding experience. As a customer of Markham Public Library you will:

- Respect the rights of all library customers to share a common space
- Ensure the care and safety of your children
- Be courteous and respectful to others
- Follow library practices and procedures
- Treat library materials and resources with care

Public observance of these guidelines ensures that the Library's facilities and equipment are enjoyed by the community and that improper use is avoided. They are followed by the vast majority of customers, and only on rare occasions is direct staff intervention required to enforce them.

1.2 Assistance from City Departments:

In order to maintain and repair facilities and equipment, the Library has agreements with several City departments (Sustainability & Asset Management and Information Technology Services) as well as contracts and agreements with suppliers and third-party companies. The Recreation Services Department is also a close partner because most MPL branches are located within large joint-use recreation centres where residents can access and participate in a number of activities, including public library use.

1.2.1 Stand-alone Libraries:

The Asset Management Department provides project management services to MPL with respect to Life Cycle repairs in all three "stand-alone branches", i.e. those branches not physically connected to community centres – Markham Village, Thornhill Village and Unionville. The Life Cycle process ensures that buildings and properties are maintained in good condition and that replacement of assets is scheduled and undertaken on a regular basis, ensuring long-term building integrity.

1.2.2 Community Centre Libraries:

MPL has five community centre-based branches: Aaniin, Angus Glen, Cornell, Milliken Mills and Thornhill Community. These buildings are supported by Recreation, and Life Cycle budgets for these branches reside within that department rather than Sustainability & Asset Management.

Within these facilities, Recreation also provides ongoing maintenance services and manages facility building projects that include or impact the library portion of the complex. Ongoing maintenance includes daily cleaning, basic repairs, utilities, telecommunications, service contracts, room set-ups, etc.

1.2.3 Special Projects (MPL-wide):

In 2024/2025, various upgrade/replacement projects included the following:

- Various library locations:
 - Posting of No smoking/vaping signs
 - Semi-annual window cleaning both interior & exterior
 - System-wide high-level cleaning addressing areas excluded from the regular cleaning contract and steam-cleaning of all carpeted areas.
 - Roof/Skylight and Sloped Glazing Replacement at AG, TC and UL (contract awarded; expected to be completed by the end of August)
- Markham Village Library / Administration Centre:
 - Replacement of explosion-proof solid state refrigerant sensor
 - Replacement of faulty low-pressure switch for the dry sprinkler that failed and caused false alarms
 - Repairing leakage in the elevator pit
 - Replacement of track lighting on the second floor
 - Repair to heating pump
- Angus Glen Library:
 - Wall opening retrofitting for sorter upgrading
 - Re-enforcing wobbly shelving
 - Re-upholstering lounge chairs and Juvenile benches
- Aaniin Library:
 - Duct cleaning for MakerSpace where laser engraver is operated
- Cornell Library:
 - Slatwall installation for Teen Area
 - Replacement of the malfunctioning raising mechanism for the Children's Info Desk
- Milliken Mills Library:
 - Installation of study bar to provide more comfortable seating and spacious study space along South windows
 - Ceiling tile replacement
 - Front Entrance and Program Room flooring replacement (contract awarded; expected to be completed in May or June)
 - Replacement of Glass Bricks in Activity Room - some panels on glass cubed walls have cracked. Recently the cubes were found filled up with water. Water has been drained and

cracks fixed; glass replacement is expected as final solution. (contract awarded; expected to be completed in May or June)

- Unionville Library:
 - Toilet and toilet flange replacement to resolve Accessible Washroom issue of toilet backing up
- Thornhill Community Library
 - Replacement of the malfunctioning Info Desks
 - Carbon Neutral improvements in the library/community centre to meet Markham's carbon reduction goal. The work includes:
 - Replacement of existing light fixtures to energy efficient LED lighting
 - Conversion of 4 boilers to heat pumps
 - Heat reclamation from refrigeration plant
 - Reduction of natural gas space heaters
 - Electric hot water tanks
 - Replacement of 11 rooftop units
 - Building envelope sealing
- Thornhill Village Library
 - Repair to leakage in basement
 - Hollow metal door replacement at staff entrance
 - Installation of internal security cameras in public areas to improve security and serve as deterrent against misconduct such as theft, vandalism, and indecent exposure (contract awarded; to be completed in May)
 - Installation of acoustic barriers on doors to improve privacy for Attic offices and staff area (contract awarded; to complete in late April)

2. Intellectual Property, Information & Files:

The CEO shall not allow intellectual property, information or files to be exposed to loss, improper access or significant damage, or operate without maintaining records in accordance with a records retention schedule.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

2.1 Intellectual Property:

Intellectual property that represents value to the Library includes program curricula. MPL has a number of programs and camps that constitute Library-owned content, including learning activities for 8-week programs or 5 days of camp programs. Content was developed for the Library by subject experts in emergent literacy for preschool programs or Ontario curriculum for school-age programs.

Camp staff and program instructors receive hard copies of the curricula for the program(s) they are teaching. Each page includes a Markham Public Library watermark. All instructors sign a confidentiality agreement stating that the content is the property of MPL and must be returned upon completion of the program. Further to this, Instructor contracts reinforce these requirements.

2.2 Information and Files:

The CEO is responsible for ensuring the protection and proper use of the personal information that is in the Library's custodial care. All new employees sign a "Confidentiality Agreement" requiring them to ensure that all information/property remains confidential, protected and the property of the Library and they are required to abide by the terms of this document. This agreement was recently reviewed and updated with input from Legal counsel.

This agreement covers situations where employees, while carrying out their responsibilities, have access to network passwords, human resource records, financial information, business information, technical information, information about customers, other employees, business knowledge, and any other Library-related information, document, material or communication that is of a proprietary or confidential nature.

3. Long-term Preservation of Primary & Secondary Sources:

The CEO shall not allow damage to the long-term preservation of primary or secondary sources of the Library's collections.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

The Library does not have the physical facilities to properly store primary historical documents and therefore does not focus on long-term preservation of primary sources in paper form. Primary sources that were originally donated to the Library were later transferred to the Markham Museum, which has the equipment and expertise to preserve these unique and fragile paper documents.

4. Disposal of Substantial Assets:

The CEO shall not dispose of substantial assets.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

The CEO is in compliance with this requirement. Disposal of assets is carried out according to the Library's "Procurement Policy", section 5, "Disposal of Personal Property." This section provides a protocol for disposal of assets that are worn out or considered surplus by the user department.

Replacement of tangible capital assets is required over time due to the heavy ongoing public use of MPL facilities. This is carried out in a carefully planned manner and in compliance with the Policy, which mandates that surplus assets such as furniture, fixtures and equipment must first be offered to other departments within the City. The removal of surplus older items from Library facilities frees up space for new equipment, ensuring good customer service standards.

5. Naming/Renaming of Board Assets:

The CEO shall not name or rename any Board asset without appropriate authorization.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

In compliance with this policy, no Board assets (e.g. buildings, portions of buildings, or rooms) have been named or renamed, without appropriate authorization.

6. Conflict of Interest:

The CEO shall not make any purchase wherein normally prudent protection has not been given against conflict of interest.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

When undertaking purchases, the Library follows the guidelines outlined in its *Procurement Policy* and in the City's *General Terms & Conditions - Contractors* and its *Purchasing By-Law #2017-8*. Item #2.2 of the latter states that "the Code of Purchasing Ethics published by the National Institute of Government Purchasing [NIGP] and the Purchasing Management Association of Canada [PMAC] shall apply to all City staff involved in the purchase and disposal of goods and services."

Both NIGP and PMAC are professional entities whose missions are to provide guidance to affiliated organizations and their members on standards of behaviour and ethical conduct.

The NIGP Code of Ethics stipulates a number of ethical principles that every person employed by a public sector procurement or materials management organization is expected to follow. Accordingly, they:

- Shall be governed by the highest ideals of honour and integrity in all public and personal relationships in order to merit the respect and inspire the confidence of the organization and the public being served.
- Believe that personal aggrandizement or personal profit obtained through misuse of public or personal relationships is dishonest and not tolerable.
- Identify and eliminate participation of any individual in operational situations where a conflict of interest may be involved.
- Believe that members of the Institute and its staff should at no time, or under any circumstances, accept directly or indirectly, gifts, gratuities, or other things of value from suppliers, which might influence or appear to influence purchasing decisions.

Staff are very much aware of the importance of avoiding conflicts of interest or the appearance thereof in their daily conduct. The *Procurement Policy* requires competitive bidding processes for the procurement of goods or services valued at specific thresholds, which safeguards against the possibility that decisions could be motivated by personal favouritism.

All purchases made using corporate credit cards are reviewed and authorized by the employee's manager. City Accounts Payable staff frequently query individual purchases and request back-up information. In addition, the independent auditor (see section #8 below) reviews financial records as part of the annual audit procedures and conducts substantive testing. All of these processes help to ensure the avoidance of conflicts of interest as addressed in the code of ethics summarized above.

7. Unbonded Personnel:

The CEO shall not allow unbonded personnel access to material amounts of funds.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

No unbonded personnel have been allowed access to material amounts of funds. Cash and receivables are picked up regularly at MPL branches utilizing bonded personnel.

8. Board-appointed Auditor:

The CEO shall not receive, process, or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

Each year the City-appointed auditor reviews Library transactions and processes to ensure that they meet recognized accounting standards. Accordingly, the "Financial Statements of the City of Markham Public Library Board, December 31, 2023" were presented to the Board at its meeting May 27, 2024. The minutes of that meeting record the following discussion and resolution:

Staff introduced and welcomed Mr. Ben Haak, Manager, Audit, KPMG. The financial statements of the Markham Public Library Board, as at December 31, 2023, have been prepared in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

Mr. Haak briefly reviewed the audit findings, noting that there were no significant changes, no fraudulent actions identified, no issued noted, no significant risks, and that the Financial Statements presented fairly the consolidated financial position of the Library.

He did point out the recent adoption of new public sector accounting standards, and noted that they did not have a significant impact on the financial statements of the Library Board.

The Chair asked if there were any questions.

There were some questions and clarifications, and the Board also proposed that additions/clarifications to the Financial Statements be considered, if possible. Mr. Haak will discuss these suggestions with the City/KPMG prior to finalizing the Financial Statements.

The Chair thanked Mr. Haak for attending the meeting and for all of the work done in the preparation of the Financial Statements.

Moved by	Mr. Ken Wightman
Seconded by	Deputy Mayor Michael Chan

Resolved that the report entitled "Financial Statements of the City of Markham Public Library Board, December 31, 2023" be received; and,

That the suggestions raised this date relating to: "opening statement"; "continuity schedule" and "preamble statement" be considered by KPMG and the City of Markham prior to the finalization of the Financial Statements; and

That the Board approves the Financial Statements of the City of Markham Public Library Board December 31, 2023; and,

That the Board Chair be authorized to sign the approved 2023 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, 2023;

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

Carried.

9. Insurance:

The CEO shall not allow the organization, Board members, staff, and volunteers to be uninsured against liability losses, theft, fire and casualty losses to an amount consistent with City of Markham coverage, and against liability losses.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

The Library is insured under the City's insurer. This policy also covers Library Board members who are exercising their duties as members of the Board.

10. Exposure to Claims of Liability:

The CEO shall not unnecessarily expose the organization, its Board, or staff to claims of liability.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

Through the City, the Board is insured against liability losses when Board members carry out their Board functions. Library staff have the same level of protection as City staff from claims of liability.

11. Theft / Vandalism of Assets:

The CEO shall not allow the Board to be unaware of theft or vandalism of assets worth \$1,000 or more.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

During this reporting period (April 2024 – March 2025), there were no thefts or acts of vandalism that fell within this threshold.

12. Uniqueness of the Library:

The CEO shall not risk or endanger the uniqueness of the Library as being distinct from the City.

CEO RESPONSIBILITY and EVIDENCE OF COMPLIANCE:

Markham Public Library operates as a unique entity in terms of its governance and many of its operations. It works in cooperation with the City of Markham, which provides more than 90% of the Library's funding.

12.1 Governance:

The Board's governance structure is mandated by the *Public Libraries Act, R.S.O. 1990, Ch. P.44* (the "Act"). The Act mandates that "a public library shall be under the management and control of a board, which is a corporation known as the [Markham] Public Library Board" (sec. 3).

As per sec. 9(1) "Composition of the public library board", members of the current Library Board were appointed by Markham Council. The Board has been functioning in all respects according to the requirements of the Act, administering the services provided by the public library as per sec. 20 "Powers and duties of the board."

Sec. 24 of the Act outlines the Board's financial responsibilities:

24. (1) A public library board, county library board or county library co-operative board shall submit to the appointing council, annually on or before the date and in the form specified by the council, estimates of all sums required during the year for the purposes of the board. R.S.O. 1990, c. P.44, s. 24 (1).

Approval of estimates

(2) The amount of the board's estimates that is approved or amended and approved by the council shall be adopted by the board and shall be paid to the board out of the money appropriated for it. R.S.O. 1990, c. P.44, s. 24 (2).

Idem

(3) The board shall apply the money paid to it under subsection (2) in accordance with the estimates as approved, subject to subsection (4). R.S.O. 1990, c. P.44, s. 24 (3).

The Library participates in the City's annual budget process and submits its budget to Council for approval. Following budget approval by Council, the Library Board adopts and approves the Library's annual Capital and Operating Budgets. The funding provided by the City is then applied as outlined in the Board budget reports and financial reporting is provided to the Board three times throughout the year in the form of a monitoring report entitled "Executive Limitation EL-2d Financial Condition." While the Library is included in the City's budget process, the Board also has a separate budget approval process that follows approval by Council.

12.2 Operational Uniqueness:

While the Library is essentially integrated with the City of Markham in a number of important functional areas, it maintains its own operations in several critical areas. For example, sec. 15(1) of the *Public Libraries Act* states that "A board may appoint and remove such employees as it considers necessary, determine the terms of their employment, fix their remuneration and prescribe their duties."

Accordingly, the CEO reports to the Board, and she in turn has hiring and firing authority with respect to all other employees. The Library maintains its own employee recruitment program, posts its own staff positions, and has separate CUPE union locals with Collective Agreements that are unique to MPL. Further, the Library has a unique Joint Health and Safety Committee, functioning under the *Workplace Health and Safety Act*.

The Library also has its own Board-approved "Procurement Policy" per the requirements of the *Municipal Act*.

AGENDA 7.0

TO: Markham Public Library Board

FROM: Catherine Biss, CEO& Secretary-Treasurer

PREPARED BY: Susan Price, Board Secretary

DATE OF MEETING: April 29 ,2025

SUBJECT: **CONSENT AGENDA**

RECOMMENDATION:

That the Consent Agenda comprising Agenda 7.0 to 7.2.2 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:

7.0 CONSENT AGENDA:

7.1 Declaration of Due Diligence by the CEO

7.2 Communication and Correspondence:

7.2.1 YorkRegion.com: Your Earth Month bucket list: 9 Markham events you shouldn't miss <https://www.yorkregion.com/news/your-earth-month-bucket-list-9-markham-events-you-shouldn-t-miss/article>

7.2.2 Canadian Firefighter: Wellness Spaces for First Responders [Canadian-Firefighter-Wellness-Spaces-A.-Perchotte.pdf](#)




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 March 19,2025 to April 22,2025.

- 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

April 22,2025
Date