

MARKHAM PUBLIC LIBRARY BOARD

REGULAR MEETING

**Notice of meeting to be held on Monday, May 26, 2025, 7:00 p.m. Aaniin
Library Program Room, 5665 14th Avenue, Markham, ON L3S 3K5**

AGENDA

1.0 Call to Order/Adoption of Agenda

- 1.1 Adoption of Minutes: (March 24,2025)
- 1.2 Adoption of Minutes: (April 29,2025) no quorum
- 1.3 Declaration of Conflict of Interest
- 1.4 Delegations
- 1.5 Chair's Remarks

2.0 Ownership Linkage

Reports from Board Members

3.0 Board Education

- 3.1 Trend Report Update (D. Walker)

4.0 Information Requested by the Board

- 4.1 CEO's Highlights: April 2025
- 4.2 CEO's Highlights: May 2025

5.0 Items for Decision

- 5.1 Financial Statements of the City of Markham, Markham Public Library Board, December 31,2024 (moved ahead after 1.5)
Ms. Teresa Ho, Manager, Private Enterprise, KPMG LLP
KPMG Approval of 2024 Financial Statements of the Markham Public Library Board (M. Sawh)
- 5.2 Board Approval of 2025 Library Capital Budget Report (M. Sawh)
- 5.3 Board Approval of 2025 Library Operating Budget Report (M. Sawh)
- 5.4 Resignation of Board Member Ms. Jenny Tung

6.0 **Monitoring Performance**

6.1 **Ends:**

6.1.1 Strategic Plan Update and Presentation (D. Walker)

6.1.2 Strategic Plan Update-Staff Engagement (M. Garza)

6.2 **Executive Limitations:**

6.2.1 Asset Protection: EL-2e (K. Wightman/M. Sawh)

6.2.2 Financial Condition: EL-2d (G. Vlahopoulos/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 (April-May)**

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

8.2 Questionnaire: Performance of Individual Board Members

9.0 **New Business**

10.0 **In-Camera**

10.1 To discuss confidential matters

11.0 **Adjournment**

**NEXT MEETING: Monday, June 23,2025 7:00 p.m.
Markham Village Library Program Room
6031 Highway 7, East
Markham, ON L3P 3A7**

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Debbie Walker, Director, Library Strategy & Planning
DATE OF MEETING: May 26,2025 (from 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 May 13
Economy and Politics	Economy and Finances	Complete
Education and Training	Federal Cap on International Student Visas	Complete
	Early Literacy	Complete
	Literacy	Complete
	Reading Trends	In progress
Health and Well-being	Health and Wellness	Complete
Libraries and Non-profits	Library Design Trends	In progress
Social Development¹	Aging Population	Complete
	Social Issues	Complete

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.

Focus Areas	Trend Reports (Macro)	Status May 13
	Social Isolation & Third Places	In progress
Technology	Digital Literacy Artificial Intelligence	In progress
Transportation		In progress

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.

Staff Engagement Focus Groups

[Megan to insert a high-level summary of process and staff feedback]



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

APPENDIX “C”: Timeline Update May 13, 2025

AGENDA 5.1

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: May 26, 2025
SUBJECT: Financial Statements of the Markham Public Library Board, December 31, 2024

RECOMMENDATIONS:

That the report entitled “Financial Statements of the City of Markham Public Library Board, December 31, 2024” be received; and,

That the Board approves the Financial Statements of the City of Markham Public Library Board, December 31, 2024; and,

That the Board Chair be authorized to sign the approved 2024 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, 2024;

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 the calendar year 2024, 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 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.

PURPOSE:

The purpose of this Report is to obtain the Board’s approval of the “Financial Statements of the City of Markham Public Library Board, December 31, 2024”.

BACKGROUND:

This Report is prepared in accordance with the *Municipal Act, 2001, S.O. 2001, c. 25* (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, 2024. 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 2024 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 Library Board Meeting minutes for 2024. The auditor reviewed the Library’s procedures and conducted tests of the Internal Control Systems. A major part of the audit was conducted from the City of Markham’s Financial Services Department, where the Library’s accounting and payroll data is stored.

On May 13, 2025, the Library Board Chair, the CEO, the Director Administration, and the Financial Analyst met with the auditor to review the audited Financial Statements. In attendance from KPMG LLP were Maria Khoushnood, Partner, Audit, and Theresa Ho, Manager, Private Enterprise. They provided a summary of the audit results which will be confirmed at the Board meeting on May 26, 2025.

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.

Appendix “A” (*Financial Statements of City of Markham Public Library Board, December 31, 2024*) is the audited statements document and accompanying notes, consisting of the following:

- Statement of Financial Position
- Statement of Operations
- Statement of Change in Net Financial Assets (Debt)
- Statement of Cash Flows
- Notes to the Financial Statements

(1) **Statement of Financial Position** (Appendix A – page 1 of 9)

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 2024 was \$7,642,244 compared to the 2023 figure of \$7,669,187. 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.

“**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 2024, the figure was \$2,770 compared to \$3,510 in 2023.

In 2024, \$7,561,850 was “**Due from the City of Markham**” compared to \$7,561,850 in 2023. This amount due from the City 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’s operations and capital expenditure incurred by the City on behalf of the Markham Public Library Board and is consolidated with the City’s financial statements. See further explanation outlined within Note 5 on page 8 of the Statement.

“**Other**” consists of HST receivables, as the government reimburses most of the HST that MPL pays to purchase products and services. This figure was lower in 2024 than it was in 2023 due to sale tax free period started on Dec 15, 2024, until Feb 15, 2025.

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.

AGENDA 5.1

“**Accounts payable**” is a figure representing amounts owed by the Library to vendors and contractors and is shown as a liability on the balance sheet. In 2024, this figure was \$24,209 compared to \$53,118 in 2023. In 2024, invoices were received and processed on time prior to year-end.

“**Accrued salaries and wages**” are salaries and wages that were earned at the end of one calendar year but were actually paid out in January of the next year. This figure varies each 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 out to employees. In 2024, this figure was \$633,267 compared with \$528,868 in 2023.

“**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 2024, this figure was \$186,572 compared to \$180,689 in 2023, representing an increase in this liability due to the cost-of-living adjustment. The number of carried-over vacation days declined to 525.02 (2024) from 537.51 (2023) – see Note 3 on page 8 of the Statement. 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 30th of the following year.

“**Deferred revenue**” is revenue received in 2024 from customers for paid for programs and room rentals that actually commenced in calendar year 2025. Deferred revenue is considered a liability until the funds are spent, and it varies from year to year.

Non-Financial Assets:

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

The TCAs figure for 2024 of \$6.16M compares to the 2023 figure of \$6.04M. Details of the TCAs can be found in Note 2 on page 8 of the Statement.

“**Prepaid expenses**” include subscriptions and contracts whose terms are for fixed periods commencing in calendar year 2024 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 through Financial Services. In 2024, there was a decline in this figure compared to the previous year.

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 9)

This statement accounts for the Library’s operating revenues and expenditures and includes amortization of TCAs in the accounting period – the second line under **EXPENSES**.

AGENDA 5.1

(3) **Statement of Change in Net Financial Assets (Debt)** (Appendix A – page 3 of 9)

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 9)

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 – pages 5 to 9)

Detailed discussion and explanations of the following:

1. Significant Accounting Policies, including:
 - Basis of Accounting
 - Government Transfers
 - Non-Financial Assets
 - Deferred Revenue
 - Pension Agreement
 - Use of Estimates
 - Vacation Pay
 - Related Party Transactions
 - Adoption of New Accounting Standards
 - Future Accounting Pronouncements
2. Tangible Capital Assets
3. Accrued Vacation Pay
4. Pension Agreements
5. Due from the City of Markham
6. Budget
7. Financial Instruments



Catherine Biss
CEO & Secretary-Treasurer

ATTACHMENTS:

- **Appendix "A"** – Financial Statements of City of Markham Public Library Board, December 31, 2024

Financial Statements of

CITY OF MARKHAM PUBLIC LIBRARY BOARD

December 31, 2024

CITY OF MARKHAM PUBLIC LIBRARY BOARD
Statement of Financial Position
December 31, 2024, with comparative information for 2023

	Note	2024	2023
FINANCIAL ASSETS			
Cash		\$ 2,770	\$ 3,510
Due from the City of Markham	5	7,567,244	7,561,850
Other		72,680	103,827
		7,642,694	7,669,187
FINANCIAL LIABILITIES			
Accounts payable		24,209	53,118
Accrued salaries and wages		633,267	528,868
Accrued vacation pay	3	186,572	180,689
Deferred revenue		115,643	135,568
		959,691	898,243
NET ASSET		6,683,003	6,770,944
NON-FINANCIAL ASSETS			
Tangible capital assets	2	6,158,665	6,041,761
Prepaid expenses		97,561	217,196
		6,256,226	6,258,957
ACCUMULATED SURPLUS		\$ 12,939,229	\$ 13,029,901

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, 2024, with comparative information for 2023**

	2024 Budget (note 6)	2024 Actual	2023 Actual
REVENUES			
City of Markham grants	\$ 18,060,382	\$ 18,060,382	\$ 17,571,865
Province of Ontario			
Per household grant	228,778	228,778	228,778
Seniors grant	-	12,659	3,341
Federal Grant: Summer Employment	-	-	42,075
Program fees	515,319	500,491	400,848
Fines and Fees	222,648	47,039	48,014
Rentals	57,148	28,131	15,812
Photocopying	30,250	49,828	28,754
Sales	71,186	90,668	57,498
Miscellaneous	21,791	28,296	19,718
	19,207,502	19,046,272	18,416,703
EXPENSES			
Salaries, wages and benefits	13,739,737	13,624,100	13,312,553
Amortization	1,864,944	1,898,630	2,021,651
Library materials and supplies	1,648,218	1,528,567	1,616,616
Property rental/leased equipment	926,870	927,551	924,024
Contracts and service agreements	280,721	264,322	239,956
Maintenance and repairs	212,768	193,913	190,814
Communication	164,270	153,815	150,041
Utilities	175,810	152,203	158,490
Professional services	79,131	122,694	118,158
Program expenses	111,115	107,944	116,883
Training and travel	107,937	107,396	108,100
Printing and office supplies	44,753	29,866	28,641
Promotion	32,588	22,237	23,412
Office furniture and equipment	7,000	3,706	5,316
	19,395,862	19,136,944	19,014,655
Annual deficit	(188,360)	(90,672)	(597,952)
ACCUMULATED SURPLUS, BEGINNING OF YEAR	13,029,901	13,029,901	13,627,853
ACCUMULATED SURPLUS, END OF YEAR	\$ 12,841,541	\$ 12,939,229	\$ 13,029,901

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

CITY OF MARKHAM PUBLIC LIBRARY BOARD
Statement of Change in Net Financial Assets
For the year ended December 31, 2024, with comparative information for 2023

	2024		2023
	Actual		Actual
ANNUAL DEFICIT	\$ (90,672)	\$	(597,952)
Acquisition of tangible capital assets	(2,015,534)		(1,595,843)
Amortization of tangible capital assets	1,898,630		2,021,651
Change in non-financial assets and liabilities	119,635		(128,404)
CHANGE IN NET FINANCIAL ASSETS	(87,941)		(300,544)
NET ASSET, BEGINNING OF YEAR	6,770,944		7,071,488
NET ASSET, END OF YEAR	\$ 6,683,003	\$	6,770,944

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, 2024, with comparative information for 2023**

	2024	2023
Cash provided by (used in)		
Operating Activities:		
Annual deficit	\$ (90,672)	\$ (597,952)
Amortization of tangible capital assets	1,898,630	2,021,651
Change in other non-cash assets and liabilities		
Accounts receivable	31,147	(34,052)
Accounts payable	(28,909)	22,984
Accrued salaries and wages	104,399	(200,587)
Accrued vacation pay	5,883	21,651
Deferred revenue	(19,925)	18,729
Prepaid expenses	119,635	(128,404)
Net Change in cash from operating activities	2,020,188	1,124,020
Capital Activities:		
Purchase of tangible capital assets	(2,015,534)	(1,595,839)
Net Change in cash from capital activities	(2,015,534)	(1,595,839)
Financing Activities:		
Due from the City of Markham	(5,394)	472,411
Net Change in cash from financing activities	(5,394)	472,411
NET CHANGE IN CASH	(740)	592
CASH, BEGINNING OF YEAR	3,510	2,918
CASH, END OF YEAR	\$ 2,770	\$ 3,510

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. The Library Board is economically dependent on the City of Markham for financial support through grants.

Significant accounting policies adopted by the Library Board are as follows:

BASIS OF ACCOUNTING

Revenues and expenses 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:

Asset	Useful Life - Years
Library Furniture & Fixtures	10
Library Media Collection	7

1. SIGNIFICANT ACCOUNTING POLICIES

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 (Markham Public Library) 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.

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.

VACATION PAY

Vacation entitlements are accrued for as earned by the employee. Values are derived by the employees current wage rate and vacation entitlement, unless specified otherwise in employment contracts or union agreements.

1. SIGNIFICANT ACCOUNTING POLICIES

RELATED PARTY TRANSACTIONS

A related party exists when one party has the ability to exercise control or shared control over the other. Related parties also include key management personnel, such as City Councillors, as well as their close family members.

PS 2200 - Related Party Disclosure, requires the City to disclose circumstances in which the entity enters into transactions with its related parties at a value different from that which would have been arrived at if the parties were unrelated (i.e. not at arm's length) and these transactions are considered to have a significant financial impact on the City's consolidated financial statements. In the event qualifying transactions are identified, the City would disclose the nature of relationships with all involved parties, type of related party transaction, and amounts recognized in the consolidated financial statements.

ADOPTION OF NEW ACCOUNTING STANDARDS

The Markham Public Library adopted the following new public sector accounting standards ("PS") for the year ended December 31, 2024.

- (i) PS 3160, Public Private Partnerships ("P3s")
- (ii) PS 3400, Revenue
- (iii) Public Sector Guideline 8 Purchased Intangibles

The adoption of these new accounting standards did not have a significant impact on the financial statements of the Markham Public Library.

FUTURE ACCOUNTING PRONOUNCEMENTS

Standards applicable for fiscal years beginning on or after April 1, 2026 (the Library Boards's December 31, 2027, year end).

(i) The Conceptual Framework for Financial Reporting in the Public Sector, the revised framework defines and elaborates on the characteristics of public sector entities and financial reporting objectives. The revised conceptual framework will replace the existing conceptual framework, which consists of Section PS 1000, Financial Statement Concepts, and Section PS 1100, Financial Statement Objectives. The conceptual framework is to be applied prospectively.

(ii) PS 1202 – Financial Statement Presentation: this new reporting model will be built upon the existing Section PS 1201 of the same name to better respond to the need for understandable financial statements.

(iii) PS 3251 - Employee Benefits will replace the current section PS 3250 and PS 3255. The proposed section is currently undergoing discussions where further changes are expected as a result of the re-exposure comments. Effective date is currently not determined.

CITY OF MARKHAM PUBLIC LIBRARY BOARD
Notes to the Financial Statements
Year ended December 31, 2024

2. TANGIBLE CAPITAL ASSETS

	Cost				Accumulated Depreciation				Net book value	
	Jan 1, 2024	Additions	Disposals	Dec 31, 2024	Jan 1, 2024	Additions	Disposals	Dec 31, 2024	Dec 31, 2024	Dec 31, 2023
Library Furniture & Fixtures	2,405,430	146,154	(226,966)	2,324,618	1,373,460	218,059	(226,966)	1,364,553	960,065	1,031,970
Library Media Collection	14,118,504	1,869,380	(1,642,571)	14,345,313	9,108,713	1,680,571	(1,642,571)	9,146,713	5,198,600	5,009,791
Total	16,523,934	2,015,534	(1,869,537)	16,669,931	10,482,173	1,898,630	(1,869,537)	10,511,266	6,158,665	6,041,761

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 525.02 days (2023 – 537.51 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 184 members (2023 - 189) 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 2024 was \$892,129 (2023 - \$921,310).

5. DUE FROM THE CITY OF MARKHAM

The amount due from the City 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 expenditure incurred by the City on behalf of the Markham Public Library Board and is consolidated with the City’s financial statements.

	<u>2024</u>	<u>2023</u>
	\$	\$
Balance, beginning of the year	7,561,850	8,034,261
Deficit for the year	(90,672)	(597,952)
Amortization	1,898,630	2,021,651
Purchase of fixed assets	(2,015,534)	(1,595,840)
Change in cash and working capital	212,970	(300,270)
Due from the City of Markham	<u>7,567,244</u>	<u>7,561,850</u>

6. BUDGET

The 2024 operating budget was approved by the Council on February 28, 2024, and subsequently approved by the Library Board on May 27, 2024.

7. FINANCIAL INSTRUMENTS

(a) Fair value measurement hierarchy:

All financial instruments must be classified in accordance with the significance of the inputs used in making fair value measurements. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

- Level 1: when valuation can be based on quoted prices in active markets for identical assets and liabilities.
- Level 2: when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable; and
- Level 3: when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

Fair value inputs are taken from observable markets where possible, but if they are unavailable, judgement is required in establishing fair value. The Library Board's fair value hierarchy is classified as Level 1 for all financial assets and liabilities.

(b) Credit Risk:

Credit risk is the risk of a financial loss to the Library Board if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the City consisting of accounts receivables.

As at December 31, 2024 there were no significant balances of accounts receivable due except for the City of Markham as per note 5.

(c) Liquidity Risk:

Liquidity risk is the risk that the Library Board will not be able to meet its obligations as they become due. The Library Board's objective is to have sufficient liquidity to meet these liabilities when due. The Library Board monitors its cash balance and cash flows generated from operations to meet its liquidity requirements. There has been no change to the risk exposure from 2023.

(d) Market Risk:

Market risk is the risk that changes in market price, such as foreign exchange rates, interest rates and other price risks, will affect the entity's net results of operations or the fair value of its holdings of financial instruments. The Library Board does not have any market risk.

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: May 26, 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 5.2

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 is due to the adjustment from the new contracts that were awarded in 2024.
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.
TOTAL		3,324,800	

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: May 26, 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."

A handwritten signature in black ink, appearing to read 'C Biss', is positioned above a horizontal line.

Catherine Biss
CEO & Secretary-Treasurer

ATTACHMENTS:

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

AGENDA 5.3

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 5.3

(1) Library Income:

Acct	Description	Change from last year (\$) * (Increase)/Decrease	Explanations / Comments
8800	Program Registration Fees	5,500	<ul style="list-style-type: none"> • Adjustment based on 2025 trending
8801	Membership	3,000	<ul style="list-style-type: none"> • Adjustment based on 2025 trending
8884	Fines & Fees	222,648	<ul style="list-style-type: none"> • Permanent removal from library budget
8999	Program Room Rental	27,000	<ul style="list-style-type: none"> • Adjustment based on 2025 trending
9146	Photocopying	(15,000)	<ul style="list-style-type: none"> • Adjustment based on 2025 trending
9199	Miscellaneous Sales	(15,000)	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Minimum wage increases and adjustment for the 27th pay in 2025 (regular 26 pay)
4010	Printing & office supplies	(8,675)	<ul style="list-style-type: none"> • Adjustment based on 2025 trending
5100	Communications	5,020	<ul style="list-style-type: none"> • Inflationary increase based on contracted expenditures in 2025
5300	Contracts & Service Agreements	668	<ul style="list-style-type: none"> • Inflationary increase based on contracted expenditures in 2025
5400	Maintenance & Repairs	3,524	<ul style="list-style-type: none"> • Inflationary increase & adjustment based on 2025 trending
5600	Professional Services	15,582	<ul style="list-style-type: none"> • Adjustment based on 2025 trending

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

AGENDA 5.3

5700	Licenses, Permits, Fees, Service charges	7,229	<ul style="list-style-type: none"> • Inflationary increase & adjustment based on contracted expenditures in 2025
5800	Promotion & Advertising	3,000	<ul style="list-style-type: none"> • Adjustment based on 2025 trending
6000	Office Equipment & Furnishings	(4,000)	<ul style="list-style-type: none"> • 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: May 26,2025
SUBJECT: **Strategic Plan Update (from April 2025)**

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>

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.



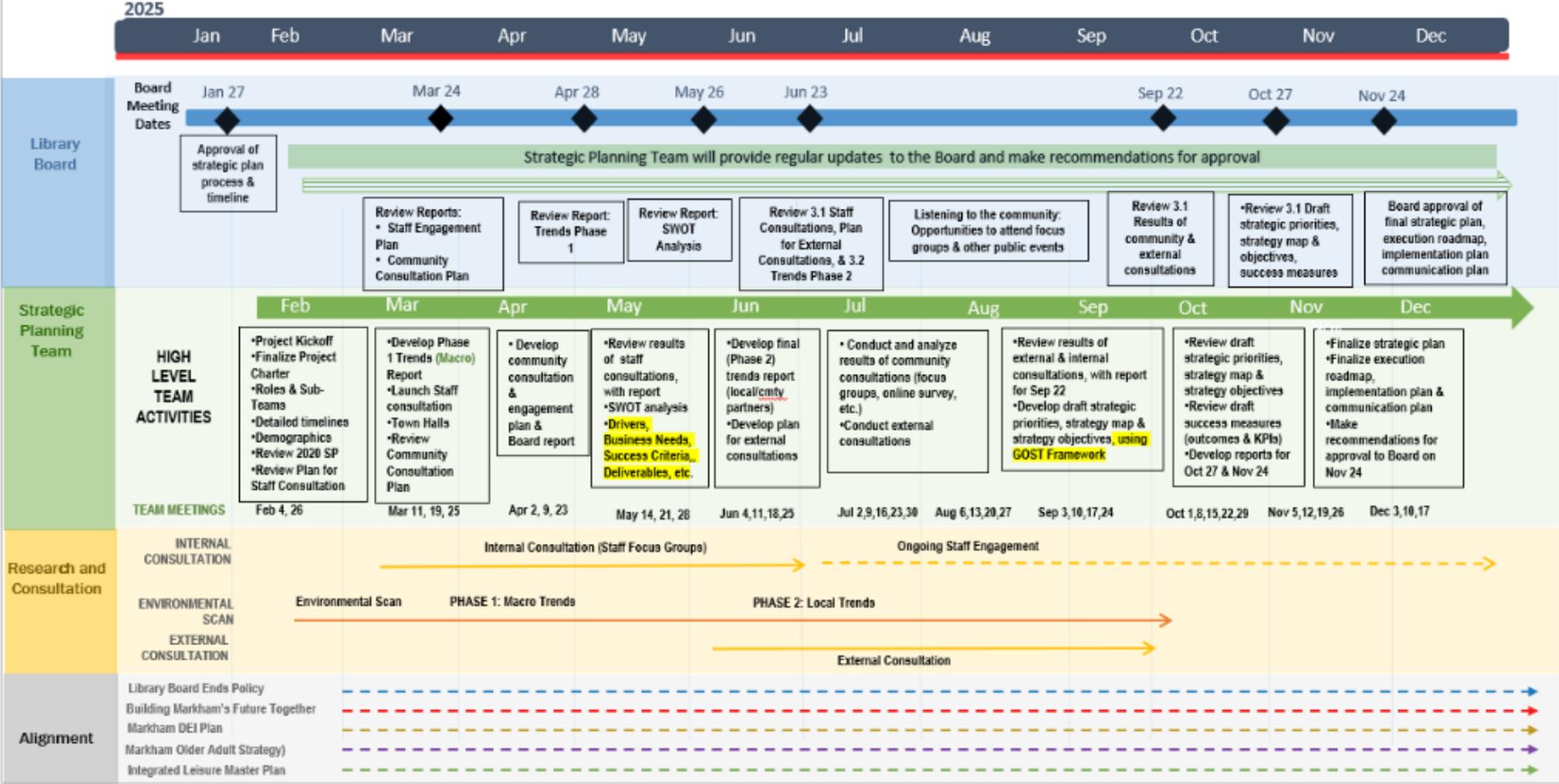
Catherine Biss
CEO & Secretary-Treasurer

APPENDIX A: SWIMLANE DIAGRAM April 22, 2025

APPENDIX A: SWIMLANE DIAGRAM

MPL Strategic Plan Update Process 2025

April 22, 2025



AGENDA 6.1.2

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Megan Garza, Senior Manager, Organizational Transformation

DATE OF MEETING: May 26, 2025

SUBJECT: **Strategic Plan Update – Staff Engagement**

RECOMMENDATION:

That the report “Strategic Plan Update – Staff Engagement” be received.

BACKGROUND:

With several roles integral to the success of library strategy, Markham Public Library staff are a vital component of the strategic planning process. As community members who also work in the service of other community members, they see clearly the needs firsthand that the library must meet. As library professionals and the people ultimately delivering the tactics that achieve strategic goals, their involvement is crucial to later investment toward the strategic goals and objective of the library. This report will outline the process taken to engage the staff group throughout the spring of 2025.

Strategic Plan Video

To inform staff about the purpose of the strategic plan as well as what to expect from the process, the [Welcome to Strategic Planning video](#) was created, published and distributed at the end of February 2025. This video includes messages from the Chief Executive Officer and Directors about why strategic planning is a vital part of our business, their roles in the process and what they are hoping to achieve through this process. The purpose of the video was twofold, one to introduce the concept to staff who have joined the organization in the intervening years since the previous planning process and to allow for more time for active engagement at the town hall meetings in March 2025.

Town Hall Meetings

Senior management hosted three town hall meetings in March including two in-person opportunities and one virtual session. These meetings were attended by 99 staff who contributed input on their own hopes and worries for the next 3-5 years through an

AGENDA 6.1.2

organizational development methodology called “open space technology.” The questions used were intentionally designed to reflect the Harwood model utilized for community engagement so staff would have a similar experience to community members who would be engaged later in the process. Staff were also invited to participate in more intensive focus groups later in the spring.

Sentiments collected from the town hall meetings highlighted the following themes as areas of interest and focus:

- Economy & Personal Finances
 - Rising cost of living
 - Housing and interest rates
 - Wages & income disparity
 - Job insecurity & future outlook
 - Support for retirement
 - Systemic economic concerns
- Healthcare, Safety & Environment:
 - Access to healthcare
 - Impact of an aging population
 - Mental health support
 - Environment & climate concerns
 - Safety
- Education & Learning:
 - Quality of education
 - Teacher burnout
 - Changes to the curriculum
 - Media literacy
 - Creating opportunities for alternative educational systems and resources
- Technology:
 - Artificial intelligence
 - Cybersecurity
 - Digital literacy
 - Digital divide
 - Possibilities for technology
- Library-Specific Issues
 - Censorship
 - Misinformation and disinformation
 - Intellectual freedom
- Connection & Community
 - Creating opportunity for shared experiences
 - Cultural celebration, intergenerational bonding and social cohesion

AGENDA 6.1.2

- Fun, low-barrier social entry points
- Creativity:
 - Appreciation for creative outlets
 - Learning for fun and purpose
 - Personal growth that stems from hobbies
- Politics & Civil Society:
 - Democracy, freedom and governance
 - Social cohesion and the threat of polarization
 - Media influence and accountability
- Social Justice
 - Defense against the erosion of social supports
 - Equity, inclusion and belonging as a key value of the library
 - Urgency to protect and support marginalized or vulnerable populations

The global trends reports that were produced as an environmental scan to inform the strategic planning development are based on these areas as part of the PESTLE methodology.

Staff Focus Groups

Throughout April and May, the Organizational Transformation department hosted four staff focus groups for 31 staff to further prioritize these areas of interest and support a Current State evaluation through a SWOT analysis exercise. Staff were provided with the summary of the notes collected from the town hall conversations and presented with a summary of these themes. Staff were asked to focus on three priority areas for the library and discuss their ideas for each area. As the final exercise in these sessions, they were asked to collaborate on the SWOT analysis to assess MPL’s current ability to meet the priorities they had identified.

The following chart is a summary of the notes from the SWOT analysis exercise for all focus groups:

STRENGTHS	WEAKNESSES/CHALLENGES
<p>Community Integration & Trust</p> <ul style="list-style-type: none"> ● The library is physically and socially embedded in the community, with trusted relationships, visible presence, and co-located spaces. <p>Diversity, Inclusion & Representation</p> <ul style="list-style-type: none"> ● Staff reflect the multicultural and multilingual makeup of the community. 	<p>Resource and Funding Limitations</p> <ul style="list-style-type: none"> ● Budget constraints, municipal funding structures, and staffing turnover impact the library’s ability to expand or deepen services. <p>Technology Challenges</p> <ul style="list-style-type: none"> ● While access to technology is offered, there are ongoing issues with Wi-Fi speed, network

<ul style="list-style-type: none"> • The library embraces a wide range of needs and perspectives, fostering inclusion through collections, staffing, programming, and values. <p>Barrier-Free & Accessible Services</p> <ul style="list-style-type: none"> • The library supports equity by removing financial barriers to lifelong learning, entertainment, and community connection. <p>Staff Strength, Innovation & Adaptability</p> <ul style="list-style-type: none"> • The team is described as amazing, dedicated, interdisciplinary, and solutions oriented. <p>Valued Physical Spaces & Resources</p> <ul style="list-style-type: none"> • Libraries offer an accessible space for the community to come together; it is perhaps the only public space that is not transactional in nature. • Collections—both physical and digital—are highly valued, and the library’s broad mandate allows responsiveness to evolving needs. 	<p>reliability, and the ability to keep up with tech advancements.</p> <p>Awareness and Role Clarity</p> <ul style="list-style-type: none"> • Despite the considerable number of channels utilized to communicate about Library offerings, some community members are unaware of library programs, services, or special collections. • Internally and externally, the broad role of the library can lead to confusion about priorities or perceptions of service quality.
<p>OPPORTUNITIES</p> <p>Strengthening Communication and Awareness: Increasing awareness of activities, services, and collections both to the public as well as ensuring staff awareness.</p> <p>Leveraging Growth and Demographic Shifts</p> <ul style="list-style-type: none"> • As Markham grows and changes, the library has the opportunity to evolve, incorporating the latest trends, diverse cultural needs, and a more prosperous, tech-savvy population. <p>Innovating with Technology and Formats</p> <ul style="list-style-type: none"> • Exploring innovative technologies (including AI), assessing tech gaps. 	<p>THREATS</p> <p>Public Perception and Identity Challenges</p> <ul style="list-style-type: none"> • Persistent stereotypes limit engagement (e.g. libraries are “boring,” only for certain groups, or just for books). • There is an ongoing tension between being a welcoming, inclusive space and meeting the varied, sometimes competing, expectations of the public. <p>Policy and Economic Instability</p> <ul style="list-style-type: none"> • Changes in federal and provincial policy (e.g., cuts to CELA, development charges, or newcomer programs) have ripple effects on library service delivery.

Organizational Scope and Role Creep

- The library is increasingly expected to fill gaps left by under-resourced social services, education systems, and community organizations.

The staff-led SWOT analysis reveals that the library is a deeply trusted, community-rooted institution with exceptional staff, strong partnerships, and a commitment to equity, innovation, and adaptability. Our spaces, free services, and cultural responsiveness position us as a vital community hub—especially as Markham continues to grow and diversify.

However, the library also faces rising pressures: limited resources, increasing expectations, and systemic challenges such as funding constraints, economic uncertainty, and social service gaps. Navigating competing community needs, outdated perceptions, and rapid change requires sustained investment, clear communication, and continued alignment with our values. As we move forward, the library must balance stability with transformation—remaining accessible, inclusive, and relevant to all.

Next Steps: Staff Engagement

The final phase of staff engagement will include the creation of the Library vision, mission and strategic goals. This will involve leaders at every level within the organization in creating the objectives and the tactics that will achieve the strategic goals. Lastly, in order for the plan to be successful, Management must ensure that staff are resourced and trained to deliver on these tactics.



Catherine Biss
CEO & Secretary-Treasurer

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: May 26, 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.



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 6.2.2

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: May 26, 2025
**SUBJECT: INTERNAL MONITORING REPORT: Executive Limitation EL-2d,
Financial Condition**

EXECUTIVE SUMMARY:

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

This is a report on Actual and Budgeted Operating Budget expenditures for the Four-month period ending April 30, 2025. This is the first of three financial reports to the Board covering fiscal year 2025 (Jan – April).

The Library ended the period in a favourable position with a net surplus of **\$278,279** based on Library Income was above budget 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.



Catherine Biss
CEO & Secretary-Treasurer

AGENDA 6.2.2

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 ,2025, the Library had a net budgetary surplus of **\$278,279** based on a favourable variance in Library Income of **\$30,113** and a favourable variance in Expenditures of **\$248,166**. See Appendix "A" (Statement of Revenue and Expenditures – Four Months Ended 04/30/2025).
- **Library Income** – The 2025 year-to-date Actual was \$164,769 against a Budget of \$134,656 creating a favourable variance of \$30,113.
- **Expenditures** – The 2025 year-to-date Actual was \$5,944,839 against a Budget of \$6,193,005 creating a favourable variance of \$248,166.
- All figures in this Report are based on the Financial Statement dated April 30, 2025, received from the City of Markham's Financial Services Department on May 12, 2025.

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,

AGENDA 6.2.2

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.

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, 2023" were presented to the Board in its meeting of May 27, 2024. The minutes of the meeting records the following resolution:

Staff introduced and welcomed Mr. Ben Haak, Manager, Audit, KPMG. The financial statements of the Markham Public Library Board, as of 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 notes, 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 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,

AGENDA 6.2.2

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.

The Board's 2024 Financial Statements are an agenda item for today's Board meeting (May 26, 2025).

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

CEO RESPONSIBILITY:

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 City of Markham owns the real property.
- 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. The customers usually pay these receivables voluntarily 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

AGENDA 6.2.2

\$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 2025 (Jan – Apr) information related to MPL’s UMS transactions.

	Description	Amount
A	# of customer accounts submitted to collection agency	103
B	Fines/fees received from customers following UMS contacts	\$2,314
C	Returned items following UMS contact (value)	\$10,910
D	Subtotal – Fines/fees plus returned items (B + C)	\$13,224
E	Fees paid to UMS by MPL	\$966
F	Net benefit to MPL (D – E)	\$12,258
G	Net benefit ratio (Benefit per \$1 investment in service) (F/E)	\$12.69

- While the relationship with UMS has been successful financially, the primary benefit is a higher return rate for overdue books and 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.

- 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 June 30, 2024, in filing its annual Charity return for 2023 with the Canada Revenue Agency (CRA). The Charity return for 2024 will be filed by June 30, 2025.

The Library met the deadline of April 30, 2025, in filing its Q1/2025 (Jan - Mar) Public Service Bodies Rebate Claim with the CRA. This submission is required for the rebate of the federal portion of the HST. All other government filings and requests were satisfied within the required timelines throughout 2024.

ATTACHMENTS:

- Appendix “A” – Statement of Revenue and Expenditures – Four Months Ending 04/30/2025.
- Appendix “B” – Variance Report

AGENDA 7.0

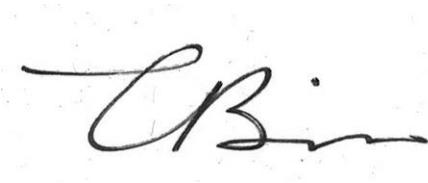
TO: Markham Public Library Board
FROM: Catherine Biss, CEO& Secretary-Treasurer
PREPARED BY: Susan Price, Board Secretary
DATE OF MEETING: May 26 ,2025
SUBJECT: **CONSENT AGENDA**

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 (April-May)**
- 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 May 20,2025.

- 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

May 20,2025
Date