

MARKHAM PUBLIC LIBRARY BOARD

REGULAR MEETING

Notice of meeting to be held on Monday, March 23, 2026, 7:00 p.m. Virtual Meeting by ZOOM

AGENDA

- 1.0 **Call to Order/Adoption of Agenda**
 - 1.1 Adoption of Minutes: (January 26,2026)
 - 1.2 Declaration of Conflict of Interest
 - 1.3 Delegations
 - 1.4 Chair's Remarks

- 2.0 **Ownership Linkage**
 - 2.1 Reports from Board Members

- 3.0 **Board Education**

None this month

- 4.0 **Information Requested by the Board**
 - 4.1 CEO's Highlights

- 5.0 **Items for Decision**

None this month.

- 6.0 **Monitoring Performance**
 - 6.1 **Ends:**
 - 6.1.1 Global Ends Report and Presentation Level 1 and Level 2 (2025)
 - 6.1.2 Strategic Plan Update (D. Walker)
 - 6.2 **Executive Limitations:**
 - 6.2.1 EL-2d Financial Condition(J.Xie/ M.Sawh)
 - 6.2.2 EL-2g Emergency Executive Succession (W.Phung/A.Cecchetto)

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**

8.0 **Board Performance and Self-Evaluation**

8.1 Questionnaire Results: The Board and the CEO

8.2 Questionnaire: Feedback to the Chair

9.0 **New Business**

10.0 **In-Camera**

10.1 To discuss a confidential personnel matter

11.0 **Adjournment**

**NEXT MEETING: Monday, April 27, 2026, 7:00 p.m.
Virtual Meeting by ZOOM**

AGENDA 6.1.1

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Diane Macklin, Director, Community Engagement
Debbie Walker, Director, Library Strategy and Planning
Andrea Cecchetto, Director, Service Excellence
Michelle Sawh, Director, Administration & Operational Support

DATE OF MEETING: March 23,2026

SUBJECT: **Global Ends Report Level 1 and Level 2 (2025)**

RECOMMENDATION:

That the Board receives the “Global Ends Report Level 1 and Level 2 (2025)”.

Background

As directed by the Board, the Global Ends Report Level 1 and Level 2 (2025) summarizes the year’s progress towards achievement of Board Ends (Global, Level 1 and Level 2) for the full prior year.

Report – Appendix A

The Report format includes the following elements:

- End Statement as developed and approved by the Board.
- Interpretation by the CEO of the meaning of the End as approved by the Board.
- Evidence of Compliance:
 - Status in terms of compliance:
 - Compliant
 - Partially Compliant
 - Non-Compliant
- Strategic Workplan: New initiatives and innovations during the reporting year, as well as innovations and initiatives that build upon and improve existing Business as Usual (BAU) activities.
- Desired Outcomes / Targets indicating how Ends Achievement will be measured, and how the Board will know we are successful.
- Notes regarding compliance status, and impact of, for example,unplanned corporate priorities, external constraints outside our direct control, and

AGENDA 6.1.1

unanticipated changes to the conditions and assumptions upon which the annual strategic workplan was based.

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

Catherine Biss
CEO & Secretary-Treasurer

APPENDIX A: Global Ends Report Level 1 and Level 2 (2025)

Board Ends 2025 Year End Update

1. The community is able to meet its learning, cultural, social, leisure and wellness needs.

CEO Interpretation:

I interpret:

- “learning” to mean MPL supports the formal and informal learning, literacy, personal growth and career goals of the community through its spaces, collections, resources, services and programs.
- “cultural” to mean MPL contributes to Markham’s cultural landscape through collections, reading programs, exhibits, and opportunities that nurture creative expression.
- “social” to mean the community has opportunity for connection, interaction and social cohesion
- “leisure” to mean the community has opportunities for relaxation, learning hobbies, play, socialization and reading for pleasure
- “wellness” to mean the community is able to access high quality information and services that support their emotional, mental, physical, and social health.

All strategies towards the Ends are rated by their compliance status at year-end in one of three categories as follows:

Compliant
Partially Compliant
Non-Compliant

Evidence of Compliance

Status at Year End 2025	Strategic Workplan 2025	Desired Outcome / Target	Notes
Compliant	Develop Content Strategy for the 2026-2030 period, through consultations with the community, environmental scan and usage data analytics.	Target: A multi-year (2026-2030) Content Strategy that ensures the Library’s collection meets the needs of Markham residents.	Customer survey completed in Q1 with close to 5,000 respondents. Survey results were presented to the Board on November 24, 2025.

Status at Year End 2025	Strategic Workplan 2025	Desired Outcome / Target	Notes
	This is biennial process designed to guide the development, organization, and delivery of digital and physical library collections.	Outcome: Strategy developed and multiyear implementation plan in development in conjunction with strategic planning.	The new Content Strategy and its Goals have been folded into the Strategic Plan Update project (phase 2).
Compliant	Conduct a follow-up diversity audit of all physical and digital collections to measure improvement and ensure that the collection reflects the diversity of Markham’s community. This updated audit is also for input into the Content Strategy.	Target: Measure the effectiveness of inclusive collection development practices and ensure that collection is reflective of Markham’s diverse community. Outcome: Audit completed. Improvements incorporated into 2026 workplan.	Audit results informed the Content Strategy (Goal 3: Enhance Collection Diversity and Representation), which is folded into the Strategic Planning Project Phase 2.
Partially Compliant	Develop MPL Technology Roadmap through community and stakeholder consultations, research and expert advice.	Target: A multi-year technology roadmap to guide the Library’s planning and ensure that our technology meets the needs of the community. Outcome: A report containing insights from both community and staff consultations has been prepared and will be presented to the Leadership Team in Q1 2026	Preliminary research and community consultation phases are complete. Development of the Tech Roadmap was delayed due to competing priorities and the parental leave of a key member. The work will continue in 2026 to ensure the roadmap aligns with MPL’s strategic goals and effectively supports evolving community needs. 1,617 respondents shared perspectives on customer facing technology. The report representing these insights is scheduled for presentation to the Library Leadership team in January 2026 with

Status at Year End 2025	Strategic Workplan 2025	Desired Outcome / Target	Notes
			recommendations to be incorporated into the Strategic Plan
Compliant and ongoing	Support the professional development goals of the community by providing access to information about educational and career opportunities.	Target: 30 career programs Outcome: 50 career related programs including job hunting, professional development and entrepreneurship.	<ul style="list-style-type: none"> Supporting career guidance, offered workshops exploring undergraduate and graduate programs and financing of post-secondary education. 11th annual University and College Fair provided 1,320 teens opportunities to explore educational pathways and access resources to help make decisions about their future.
Compliant and ongoing	Promote Environmental Literacy in the community through implementation of the Library Sustainability Strategy	Target: 20 sustainability-related programs Outcome: 46 sustainability-focused programs with 2,050 participants.	<ul style="list-style-type: none"> 16 gardening programs covering composting, pollinator plants, natural pest management, vegetable gardening, seed giveaways and intergenerational planting projects. Two programs featuring students sharing science projects related to environmentalism Repair Café with volunteers sharing their skills and tools to fix broken items and minimize waste generation Learn to sew program crafting reusable period products as a sustainable alternative to disposable products. Products sewn by participants were donated to communities in need
Compliant and ongoing	Deliver Health and Wellness programs through partnerships.	Target: 5,000 participants in Health & Wellness programs Outcome: 6,683 participants	<ul style="list-style-type: none"> 3,000 participants in online yoga and meditation programs designed to support older adults Best received programs continue to be those supporting brain health for seniors, mental health and parenting programs. We continue to offer walk-in

Status at Year End 2025	Strategic Workplan 2025	Desired Outcome / Target	Notes
			counselling programs in English, Mandarin and Cantonese. <ul style="list-style-type: none"> 750 people attended the Winter Wellness Fair with a focus on stress management, and holistic health approaches.

1.1 Underserved, marginalized and newcomer groups in our community are enabled to meet their specific needs.

CEO Interpretation

I interpret

- “underserved” to mean the geographic service areas where library services are not currently available or are inadequate for the population.
- “marginalized” to mean the library is accessible to everyone in the community regardless of socioeconomic status, ethnicity, gender, sexual orientation, dis/ability or age.
- “newcomers” to mean community members who are new to the City of Markham, including, but not limited to, those who have immigrated to Canada, new citizens, visa students, PR card holders, refugees and working visa holders.

Evidence of Compliance

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
Non Compliant Carried forward into 2025/26	Complete business case for Mobile Library to provide services to neighbourhoods without nearby library branches	Target: Completion of Business Case Outcome: Deferred to 2026	Deferred to 2026 in order to assess alignment with community interests and needs based on results of Technology and Strategic Plan surveys. If the input is favorable, we will develop a business case in 2026 which will be input into the 2027 budget process for funding.

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
Partially Compliant and ongoing.	Enhance literacy development services for adults struggling with functional literacy through improved relevant resources.	Target: Improved resources for adults struggling with functional literacy. Outcome: Partially compliant.	Resources were added to the collection in 2025, however publishing in this area is limited. The work is ongoing as we continue to improve resources and access to them in this area.
Compliant	Develop and deploy new Accessibility Public Access Computers at all branches.	Target: Improved resources for those with print disabilities. Outcome: one Accessibility Public Access Computer installed at each location.	
Compliant and Ongoing	Foster a neuro-diversity friendly culture.	<p>Target: All camp staff receive inclusion training and skills in managing neurodiverse program participants. Outcome: 24 camp staff (100%) trained.</p> <p>Target: Develop a sensory discovery space Outcome: Sensory Pop Up launched at Angus Glen in Q1 providing tools to support self-regulation techniques and to support concentration and learning for the neurodiverse.</p> <p>Target: Develop 1 new partnership to support programming targeted to the neurodiverse.</p>	

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
		Outcome: Partnership with Autism Ontario resulting in 7 STEM related programs for 112 participants	
Partially Compliant	Expand English Language Learning (ELL) programs to meet increasing demand.	Target: 150 language learning programs Outcome: 124 ELL programs with 1,968 participants	<ul style="list-style-type: none"> • Changes to Canadian immigration laws and immigration levels resulted in federal and provincial funding cuts to newcomer services. Our community partners offering ELL programs are therefore experiencing funding and staffing cuts which have resulted in the discontinuation or reduction of their ELL programming. • To address the availability of programming, staff have added content to Newcomer programs that highlight MPL’s language learning collections and online resources. The resources have also been highlighted to newcomers during outreach activities. Staff also created website content with information about using library resources for English Language Learning. • An internal staff vacancy in the role supporting newcomers has further impacted programming levels. The vacancy is expected to be filled in February.
Compliant and ongoing	Activate City Diversity and Inclusion and Anti-Black Racism Plans at community-	Target: deliver 100% of commitments identified in	Activities included:

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
	<p>facing level through the MPL Inclusion, Diversity, Equity and Accessibility (IDEA) Action Plan.</p>	<p>MPL’s Identities and Heritage Months Calendar. Outcome: Achieved 100% of commitments including programs, website content, social media, reading lists and displays</p>	<ul style="list-style-type: none"> • First Black Owned Business Market showcasing local Black entrepreneurs • Asian Heritage Month exhibit by Markham artists exploring Asian heritage and cultural influences • An exhibit and program told the story of Chinese Canadian soldiers in World War 2. • This year’s Markham Reads selection <i>All Our Ordinary Stories</i> was a graphic novel, immigrant story exploring family, identity and connection. • Bridging Generations Art Exhibit and Workshops across 4 branches celebrating local, female, youth BIPOC artists.
<p>Compliant</p>	<p>Increase newcomers’ knowledge of library resources</p>	<p>Target: Establish presence on Chinese language social media and attain 1,000 followers Outcome: 1,245 followers and 18,000 views</p> <p>Conduct outreach at organizations or events serving and attracting newcomer audiences. Target: 20 outreach events Outcome: attended 20 outreach events.</p>	<ul style="list-style-type: none"> • “Hoteling” at Markham’s Welcome Centre has staff delivering presentations and offering one on one support to newcomers in accessing and using the library’s online resources. • Translated outreach materials to traditional Chinese.

1.2 The community has access to information about the diverse histories and cultures of Markham

CEO Interpretation

I interpret this to mean that the community can access information about the history and culture of Indigenous communities of the area.

I further interpret this to mean that the community can access information about the settler history of Markham

I further interpret this to mean the community has opportunities to create a shared contemporary history of Markham through programs and acquisition of works by local authors.

Evidence of Compliance

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
Compliant	Promote understanding of indigenous history through content and programs	Target: 5 Staff Reading Lists created and 2 programs offered Outcome: 6 Staff Reading Lists and 2 Blog Posts published to website, Displays in all branches during Indigenous History Month, and 2 indigenous author programs offered	Hosted the official unveiling of Indigenous banners on Main St. Markham. Event featured a music performance, history, artist talk and author reading all by Indigenous peoples. Supported the Little Native Hockey League tournament with drop-in craft and STEM programming and storytimes.

1.3 The community has access to information about community services in Markham

CEO Interpretation

I interpret such access to mean the community has information about the City of Markham and its services.

I further interpret such access to mean MPL provides resources for the community to broaden their understanding of the community and enhance awareness of topics important to the community.

Evidence of Compliance

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
Compliant	Collaborate with local non-profit organizations, government agencies and local businesses to host information sessions, workshops and events.	Target: offer programs through 70 community partnerships Outcome: offered programs and workshops through 73 partnering organizations.	<ul style="list-style-type: none"> • Program content incorporates information about relevant community organizations and resources. • Staff continue to seek relevant partners to provide workshops and inform community members about local resources. New partners this year include those in STEM and digital literacy, academic and sustainability fields. • Cycling, birding, nature and gardening programs provided information specific to Markham including information about Markham’s trail systems, local plants and animal species
Compliant	Provide community with information about City services through updated Good Neighbour Guide	Target: Guide updated Outcome: Content reviewed, updated and released through the City in May 2025	<ul style="list-style-type: none"> • Availability of the Guide promoted on Electronic Information Boards and posters in branch and QR codes leading to online content
Compliant	Engage the community in the Provincial and Federal elections	Target: 2,500 people engage with online election content Outcome: 3,137 views of website content, providing the community with information needed to make informed decisions at the polls.	<ul style="list-style-type: none"> • Offered comprehensive information via the website including voter information, voter qualifications, voter registration, and the voting process. Identified key local election issues and provided

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
			<p>candidate platforms related to those issues on the website.</p> <ul style="list-style-type: none"> • Provided information about identifying misinformation and disinformation in the media. • Offered Meet the Candidate sessions for the Provincial election

1.4 The community has the skills necessary to participate in a digital world.

CEO Interpretation

I interpret this to mean the community has equitable access to technology and have the skills to use technology to access information and to connect with others.

I further interpret this to mean the community has the skills that allow them to critically evaluate the reliability of online information.

Evidence of Compliance

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
Compliant	Develop Artificial Intelligence Policy to guide MPL’s use of AI tools	Target: Policy completed. Outcome: Completed in Q1 2025	
Compliant and ongoing	Improve security of the Library’s Integrated Library System (ILS) through projects coordinated with Markham ITS and vendors to deploy security enhancements	Target: Security is enhanced through development of Cybersecurity Risk Assessment Report. Outcome: Report finalized in Q2 in collaboration with Markham ITS and KPMG.	<ul style="list-style-type: none"> Upgraded to latest version of Symphony (ILS) in Q1 which introduced several security enhancements. Through a joint MPL and City ITS committee, completed 75% of the 41 recommendations outlined in the report. 20% are in progress and the remaining 5% have been deferred to 2026 or 2027 due to financial constraints
Compliant	Implement Year 1 priorities of the Digital Literacy Strategy	Target: Complete life cycle replacement of equipment at Aaniin	<ul style="list-style-type: none"> Several deliverables related to Digital Equity, including Girls in STEAM and the Digital

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
	<ul style="list-style-type: none"> Support ITS digital makerspace expansion and equipment replacement at Thornhill Library Expand public access to 3D printing through virtual 3D design program 	Outcome: Completed Target: Expand TC makerspace Outcome: completed. 3D printing service expanded	Literacy/Device learning for seniors’ program have been completed.
Compliant	Train library staff in generative AI, to support 2025 launch of introductory user-empowerment education. Using Train the trainer approach.	Target: Develop a staff training module for generative AI Outcome: Module developed. 15 staff trained in AI skills and as peer trainers.	Trained staff designed, and in Q2 launched a new public facing core program related to AI skills.
Compliant	Increase offerings of AI literacy programming to support the community in navigating AI and effectively managing its opportunities and challenges.	Target: 6 new AI program offerings Outcome: 9 AI programs delivered 289 participants to	Offered 2 new business- related AI programs through partners: Boost Your Workplace Performance with AI and AI Powered Job Search: Revolutionize Your Career Hunt Offered a new workshop focused on creative uses of AI, guiding participants through AI tools for digital art and video and image creation.
Compliant	Offer digital literacy and technology programming to bridge the digital divide and cultivate information literacy.	Target: 1500 participants in Digital Literacy and Makerspace programs Outcome: 1,617participants	<ul style="list-style-type: none"> A new program, Raising Kids in a Digital World provided parents with knowledge and tools to support their children’s digital literacy journey. Topics included; screen time, gaming, AI, sexting, and cyberbullying. A STEM program targeting lower income children offered hands-on opportunities to work with technology. Each session incorporated

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
			<p>Sustainable Development Goals (SDGs) into the lesson plans and a curriculum that integrated crafts, coding and the environment.</p> <ul style="list-style-type: none"> • Hosted the Youth Science Exhibition with Markham students showcasing their Science and Technology projects. This program generated interest in technology and the environment. • The library hosted a panel discussion with university students in STEM education fields and educators providing information about opportunities and pathways for careers in STEM. • Increased digital literacy programs including STEM Community Club at Aaniin with York U Engineering students leading participants in activities related to engineering, robotics and coding. • Smart Life – a program offered by CNIB with hands on demonstrations of technology available to support the visually impaired. Included tools that allow users to interact with MPL’s apps • PA Day program for teachers at YCDSB on MPL’s makerspaces
Non Compliant	Relocate Makerspace at Angus Glen to increase visibility. Increased awareness and engagement with the Makerspace	Target:10% increase in makerspace bookings and 20% increase in hours used compared to 2024 Outcome: Makerspace relocated but experienced a 30.7%	<ul style="list-style-type: none"> • A vacancy in the Digital Literacy Specialist position at the branch limited operations of the makerspace at Angus Glen. Discrepancies in how usage is collected at the branch level and then input have been noted and have been corrected for 2026 data collection. • Overall, the system saw a 7% growth in hours of use and 703 makerspace certifications completed, a 76.6% increase over 2024.

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
		decrease in bookings and 46.9% decrease in hours of use.	<ul style="list-style-type: none"> Opportunities for increased engagement and awareness have also been achieved through new content on the MPL website and participation in community events to showcase these services.

2. The community has safe, welcoming, inclusive and accessible meeting and gathering spaces for learning, relaxation, play, social interaction and civic activities.

CEO Interpretation

I interpret

- “safe” to mean that the Library adheres to safety related legislation and has in place policies and procedures that ensure the safety of those using the spaces.
- “welcoming” to mean MPL’s spaces meet user expectations for quality and comfort and engender a feeling of belonging.
- “inclusive and accessible” to mean the community has barrier free access to branches, use of facilities and collections as stipulated in the Public Library Act and Accessibility for Ontarians with Disabilities Act.
- “meeting and gathering spaces” to mean the physical and virtual places in which community members can come together with others “for learning, relaxation, play, social interaction and civic activities”, which further means the community has opportunities to come together formally and informally for a variety of reasons to engage with each other.

Evidence of Compliance

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
Compliant	Complete the lifecycle replacement of headsets used for security and in-branch communication, including for program instructor communication.	Target: 100% of headsets replaced Outcome: Completed	.

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
Compliant	Provide two-way radios for use in the manager’s office and workroom to ensure that even if staff are using communication headsets (i.e. in meetings or phone calls) they can respond to emergencies or incidents.	Target: 100% of program rooms and Branch Manager offices equipped with two-way radios Outcome: Complete. 100% of program rooms and Branch Manager offices equipped.	
Compliant	Complete a PSHSA security audit to identify gaps and areas for improvement in MPL’s Health & Safety program.	Target: Completed audit Outcome: Audit completed	<ul style="list-style-type: none"> Implementation of recommendations in 2026 workplan
Compliant	Develop an internal security toolkit to support staff in working safely and managing emergencies and other challenging situations.	Target: Develop a security toolkit Outcome: V1 Toolkit released	
Partially Compliant	Introduce staff learning on issues related to IDEA (Inclusion, Diversity, Equity and Access) including anti-ageism awareness.	Target: 75% of customer-facing staff complete anti-ageism training Outcome: 50% of staff completed training by Q3 Target: DEI training incorporated into staff onboarding with 100% completion in required training units. Outcome: 100% compliance for new staff completing probationary period.	Unable to retrieve current training reports due to migration to a new Learning Centre platform and changes in how information is reported.
Compliant	Implement the Dementia-Friendly Library project with a focus on understanding and eliminating stigmas associated with dementia.	Target: 20 participants in workshops delivering training on capturing memories and experiences of those living with dementia.	Training included interviewing, storytelling and documenting memories and experiences specifically with those who are experiencing dementia.

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcome / Target	Notes
		Outcome: 34 participants in 3 workshops	
Compliant	Create opportunities for the community to engage with one another, foster connections and encourage collaboration.	Target: 200 programs Outcome: 247 programs offered	Programs offered included Book Club discussions, community events, meet ups and board game programs
Compliant	Foster a love of reading and promote lifelong reading habits through programs that encourage reading for pleasure.	Target: 1400 Reading related programs Outcome: 1,468 reading programs with more than 32,800 participants Target: 2 million in circulation of fiction collection including both physical and digital Outcome: Fiction circulation of 2,587,247	

2.1 The community’s growing and changing needs and aspirations are met by the planning of future facilities and services.

CEO Interpretation

I interpret this to mean MPL will track and document “the community’s growing and changing needs and aspirations” through the monitoring of projected population and demographics, library usage trends, community interests, funding levels, funding opportunities, and trends within the public library sector, as a framework for long-term planning of new services, facility upgrades and new branches including the potential for a central library.

I interpret this to mean MPL will implement and advance the library-related recommendations of the City’s Integrated Leisure Master Plan (ILMP) through ILMP update projects, community consultation, and participation in the development of various corporate planning frameworks, including Official Plans, secondary plans, visioning exercises, community master plans, and opportunities for co-locations and partnerships.

I interpret this to mean MPL will ensure that building programs and service models for future facilities are aligned with community needs and priorities and that the public is aware of the potential options available to them.

Evidence of Compliance

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcomes / Target	Notes
Compliant	Membership engagement and retention	Target: exceed 2019 active user rate by 6% (equivalent to population growth) as a measure of pandemic recovery Outcome: 106,201 Active users in 2025, a 12.6% growth over 2019	Context: <ul style="list-style-type: none"> • New branches trigger spikes in usage and membership growth. However, there have been no new MPL branches since Aaniin opened in 2018. • There are geographic gaps in distribution of branches, such as in Ward 2. • MPL has exceeded the highest active usership prior to the pandemic in Dec 2019.
Compliant and Ongoing	Monitor provincial growth policy re housing, complete communities and “soft services” development charges for community infrastructure	Target: Board 100% informed regarding evolving policy context for planning future library facilities Outcome: 100% through regular Facility Planning reports in CEO Highlights Target: Board 100% informed of all relevant provincial growth policies	CEO’s Highlights Reports provide regular updates regarding provincial growth policy and legislation such as: <ul style="list-style-type: none"> • Bill 17, the Protect Ontario by Building Faster and Smarter Act, 2025 which amended various statutes with the goal of removing barriers to home-building. • Legislative and regulatory changes affecting Development Charges, which for decades has been the primary municipal funding source for the design and construction of new library branches.

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcomes / Target	Notes
		Results YTD:	<ul style="list-style-type: none"> Bill 60, the Fighting Delays, Building Faster Act, which introduced further changes in growth policy and municipal uncertainty regarding “complete community “ planning.
Partially Compliant	ILMP 2025 Update Project to update 2019 ILMP facility recommendations in relation to current projections of population increases.	<p>Target: Update the 2019 ILMP facility recommendations and provide an update report to the Board</p> <p>Outcome: carried over into 2026.</p>	<p>Internal and confidential. Project is underway and subject to City timelines. Content is internal at this time. Future report of any staff-recommended revisions will be subject to Council approval.</p> <p>Geographic focus of planning processes includes growth areas such as Ward 2, Upper Markham Village, Bridge TOC, Unionville TOC, Milliken TOC, Langstaff East, Markham Centre, Markville, Markham Road, Yonge Steeles Corridor.</p> <p>Staff support Planning in developing complete communities that support an excellent quality of life with outstanding community amenities. Staff participate in secondary plan processes, development applications, etc. as opportunities for comments and input regarding the role of library facilities and services within the concept/policy of “complete communities”.</p>
Compliant	Markham Centre Secondary Plan Update (MCSPU)	<p>Target: Board 100% informed of the progress of the MCSPU</p> <p>Outcome: YTD: 100% through regular Facility Planning reports in CEO Highlights</p>	<p>Informed Board regarding delays in completion of the MCSPU due to:</p> <ul style="list-style-type: none"> The Rouge River Tributary 5 Environmental Assessment. Meaningful Indigenous consultation. <p>The City announced that the annual IndyCar Series race will move to Downtown Markham, on a site near</p>

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcomes / Target	Notes
			the Unionville GO Station and the potential site of a future civic square.
Compliant and ongoing	Consult community regarding a central library in Markham Centre.	Target: 3000 Strategic Plan Survey participants with a survey question regarding sentiment towards a Central Library in Markham Centre. Outcome: 4130 participants in Strategic Plan Survey	Strategic Plan Update Community Survey includes Question 15, designed to elicit community input: Q 15 “As part of future planning the idea of a central library as part of a civic square in Downtown Markham has been proposed by the Library Board and its citizen volunteers. In many cities central libraries serve as major cultural hubs supporting learning, creativity and access to resources for all community members, enhancing successful downtowns, and raising city prestige. How important is it to you that a central library be part of future planning for Markham's Downtown civic square?” Survey results indicate that the majority of survey respondents (library users) feel that a central library is important. However the survey verbatim indicates this support is qualified by concerns about costs and impacts on municipal tax rates.
Compliant Ongoing Multi-year process.	Langstaff / Bridge TOC library facilities: Make the case through the planning teams for library facilities in mixed-use buildings.	Target: Board 100% informed regarding progress and planning for potential facilities in the Langstaff/Bridge TOC area (Ward 1) Outcome: 100% compliance through regular Facility Planning reports in the CEO Highlights	On August 06, 2025, the province announced: “Ontario Taking Next Steps to Build Yonge North Subway Extension: Province awards major contract for tunnel design and construction of Line 1 subway extension into York Region.” This announcement may accelerate landowners’ preparatory steps (e.g. zoning amendments) toward “shovel in the ground”.

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcomes / Target	Notes
<p>Compliant Ongoing Multi-year process.</p>	<p>Advance business case for library facilities within the Markville Secondary Plan Area, based on the lack of geographic proximity to existing library branches.</p>	<p>Target: Board 100% informed regarding progress and planning for potential facilities in the Markville Secondary Plan Area Outcome: 100% Compliant through regular Facility Planning reports in CEO Highlights</p>	<p>Reporting has included:</p> <ul style="list-style-type: none"> The Cadillac Fairview (site Owner) Markville Development Application, including the Owner’s Community Services and Facilities Report which concluded that the service level for libraries and community recreation facilities was sufficient for future residents of the Proposed Development. In comparison, the Community Facilities & Services Report prepared as part of the overall Markville Secondary Plan Study Area assessed the needs for the entire Secondary Plan Area and recommended additional library space. <p>A Development Services Public Meeting took place on September 09, 2025. This was the Statutory Public Meeting required to take place prior to a future final staff report to Council regarding the development of the Cadillac Fairview Lands for a mixed-use development.</p> <p>Council approved Cadillac Fairview’s application, despite continuing ratepayer and community concerns about impacts on traffic gridlock.</p>
<p>Compliant Ongoing Multi-year process.</p>	<p>Advance business case for library facilities within the Yonge Street Secondary Plan Area. Based on lack of geographic proximity to existing library branches, as well as evidence that existing Ward 1 branches lack capacity to serve YSSP and other growth in Ward 1.</p>	<p>Target: Board 100% informed regarding progress and planning for potential facilities within the Yonge Street Secondary Plan Area. Outcome: All reporting included in CEO Highlights</p>	<p>Reporting has included:</p> <ul style="list-style-type: none"> Yonge Corridor Secondary Plan Study - Interim Report indicating preliminary target of 1 to 2 additional libraries. <p>On August 06, 2025, the province announced the award of a major contract for the development of the Yonge North Subway Extension, i.e. tunnel design</p>

Status at Year End 2025	Strategic Workplan 2025	2025 Desired Outcomes / Target	Notes
			<p>and construction of Line 1 subway extension into York Region.</p> <p>This announcement may accelerate landowners’ preparatory steps (e.g. zoning amendments) toward “shovel in the ground”.</p>
<p>Compliant Ongoing Multi-year process.</p>	<p>Bayview John Community Engagement Visioning Working Sessions, Thornhill (Ward 1)”</p>	<p>Target: Board 100% informed regarding progress and planning for the future of the Thornhill Community Centre and Library facility. Outcome: 100% informed through reports in CEO Highlights</p>	<p>The Board has been informed of all the actions. Following the community consultation sessions completed in Q1, a report regarding the results of the Sessions went forward to Council on June 10.</p> <p>No further action at this time.</p>
<p>Compliant Ongoing Multi-year process.</p>	<p>Milliken Centre Secondary Plan Transit-Oriented Community (TOC).</p>	<p>Target: Board 100% informed regarding progress and planning 100% informed of the progress of planning for the Milliken Centre Secondary Plan (TOC) and potential impacts on the Milliken Mills Library branch. Outcome: 100% through regular reports in CEO Highlights</p>	<p>Reporting includes:</p> <ul style="list-style-type: none"> • The role of Infrastructure Ontario in community planning for the area of the Milliken Centre Secondary Plan (which was adopted by Council in 2024.) <p>Internal and confidential.</p>

TO: Markham Public Library Board

FROM: Catherine Biss, CEO & Secretary-Treasurer

PREPARED BY: Deborah Walker, Director Strategy & Planning

DATE OF MEETING: March 23, 2026

SUBJECT: **Strategic Plan Update**

RECOMMENDATION:

That the report “Strategic Plan Update” be received.

REPORT:

As reported in the January CEO’s Highlights report, Phase 2 (2026) of our Strategic Planning project is underway, supported by our consultant [Overlap Associates](#).

Since January, the project has advanced toward our goal of presenting a draft strategic plan to the Library Board on April 27th. As outlined below, the sequencing of project steps has been adjusted to prioritize the completion of the strategic framework before returning to consideration and refinement of the Mission, Vision and Values. The adjusted sequencing is indicated in the timeline below:

PROJECT STEPS	DESCRIPTION	STATUS
Strategy Retreat February 2nd	<p>Overlap guided MPL through a structured and participatory retreat experience that explored what our Phase 1 research and input data means, articulated what matters most for MPL’s future, and began to shape the core elements of the strategic framework.</p> <p>The discussion was framed by thought-provoking questions such as:</p> <ul style="list-style-type: none">• What do we want to achieve over the next five years?• Which ideas would be easiest to achieve? Which would be the hardest?• Which ideas would have the biggest impact on the community?• Which ideas would have the biggest impact on the organization?• What obstacles are in the way of achieving our future strategic objectives?• What could be the enablers of our strategic objectives?	Completed

AGENDA 6.1.2

STATUS

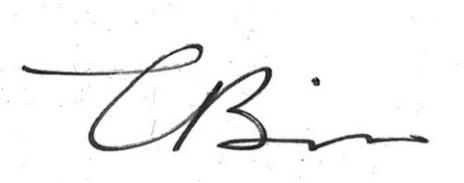
PROJECT STEPS	DESCRIPTION	STATUS
<p>Strategic Framework Development – the OKR Framework</p> <p>February 18th</p>	<p>Based on the Strategy Retreat, the consultant drafted an Objectives and Key Results (OKR) Framework intended to bring together the ideas, insights, and emerging priorities surfaced during the Retreat session and begin shaping them into a coherent strategic framework that is both practical and future-focused.</p> <p>To look at root causes, and drive down to our core purpose and why we exist, the OKR session was framed around Five “Why” Questions:</p> <ol style="list-style-type: none"> 1. Why does Markham need a public library? 2. Why does Markham need an inclusive space that supports learning? 3. Regarding the concept of “opportunity for all”, why does that matter for Markham, particularly? 4. Why does “opportunity for all” matter <u>now</u>? 5. What problems does MPL exist to change? 	<p>Completed</p>
<p>Strategic Blueprint Review</p> <p>March 13th</p>	<p>Based on the February 18th team review of the OKR Framework, the consultant then developed a Strategic Blueprint, refining the OKRs and using the MIRO digital white board to:</p> <ul style="list-style-type: none"> • Show how ideas and objectives flow together. • Organize goals into a small number of clear focus areas for ease of communication and implementation. <p>A team session on March 13th analyzed the Blueprint, with discussion framed by</p> <ul style="list-style-type: none"> • What matters most to our community? • What matters most to our staff? • Where can we add values to their lives? 	<p>Completed</p>
<p>Mission Vision and Values – Initial Review</p> <p>March 13th</p>	<p>The Blueprint Review session on March 13th also reviewed MPL’s Existing Mission Vision and Values (MVV). Discussion was prompted by a series of questions:</p> <ul style="list-style-type: none"> • What feels foundational? • Is there room to refine the statements? <p>Existing Values</p> <ul style="list-style-type: none"> • Based on our core purpose, do these Values feel like the behavioural commitments needed at this time? • Do these behaviours align with bringing our core purpose to life? • What things are missing? • What values are needed to support the staff behaviours needed for our strategic objectives? 	

AGENDA 6.1.2

PROJECT STEPS	DESCRIPTION	STATUS
Mission, Vision, and Values (MVV) Alignment Session March 26th	Overlap has developed draft MVV potential MVV statements for individual review and comments by the senior team. Overlap will lead a March 26 th session with senior leaders to collectively review the draft MVV statements, test them against our existing MVV statements, and explore where they feel strong, where they may need refinement, and how well they reflect MPL’s current identity and future aspirations.	MVV Review Session Scheduled for March 26th.
Strategy Finalization & Implementation Roadmap	Overlap will work closely with MPL’s Project Leads to refine and finalize the Strategic Priorities and Objectives—ensuring they are clear, meaningful, and grounded in both community insight and organizational realities.	To be scheduled
Board Presentation	Overlap will support MPL’s CEO and senior leadership in presenting the draft strategic plan to the Board for feedback.	Board meeting on April 27 th
Operational Framework & Implementation Roadmap	A detailed Operational Framework will be developed to structure leadership and guide staff in annual planning, decision-making, and sequencing of work. Thoughtful and practical, it will become the Library’s anchor throughout the implementation journey.	To be scheduled
Articulating the Strategy	Overlap will develop two versions of the final strategic plan: <ol style="list-style-type: none"> 1. Short form: public-facing document, at governance level, expressing at a high level, the actions needed to achieve each strategic priority and the desired outcomes. 2. Long form: An operational plan showing implementation plan, and how we will How we will implement the roadmap over the next five years. 	To be scheduled
Strategic Metrics	Combining Quantitative and Qualitative data, Overlap will develop a balanced scorecard framework for tracking strategic progress and achievements.	To be scheduled

AGENDA 6.1.2

In summary, [Overlap Associates](#) has brought a highly engaging approach to strategic planning, providing inclusive space for all voices and perspectives, and guiding us toward a strategic plan that sets a clear course of action for MPL's future, and will show staff that their ideas and input have been heard and reflected in the final plan.

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

Catherine Biss
CEO & Secretary-Treasurer

AGENDA 6.2.1

TO: Markham Public Library Board
FROM: Catherine Biss, CEO & Secretary-Treasurer
PREPARED BY: Michelle Sawh, Director, Administration
DATE OF MEETING: March 23, 2026
**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 twelve-month period ending December 31, 2025. This is the final of three financial reports to the Board covering fiscal year 2025 (Jan – Dec).

The Library ended the period in a favourable position with a net surplus of **46,242** based on Library Income which was above budget and Expenditures that were over 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 6.2.1

1. **POLICY LIMITATION:** *The CEO shall 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 December 2025, the Library had a net budgetary surplus of **\$46,242** based on a favourable variance in Library Income of **\$124,385** and the unfavourable variance in Expenditures of **\$78,143**. See Appendix "A" (Statement of Revenue and Expenditures – Twelve Months Ended 12/31/2025).
- **Library Income** – The 2025 Actual was \$1,043,357 against a Budget of \$918,972 creating a favourable variance of \$124,385.
- **Expenditures** – The 2025 Actual was \$17,101,440 against a Budget of \$17,023,297 creating an unfavourable variance of \$78,143.
- All figures in this Report are based on the Financial Statement dated December 31, 2025, received from the City of Markham's Financial Services Department on February 9, 2026.

2. **POLICY LIMITATION:** *The CEO shall 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 shall 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 6.2.1

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 shall 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, 2024" were presented to the Board in its meeting of May 26, 2025. The minutes of the meeting records the following resolution:

Staff introduced Ms. Theresa Ho, Manager, Private Enterprise, KPMG LLP.

Ms. Ho gave a brief, high level overview of the 2024 Financial Statements, citing that some of the numbers were consistent year over year, explained some of the items within the report and noted that it was a clean audit overall.

There was an outstanding request from a Board member for a clarifying statement regarding the term "Due from the City of Markham".

The CEO will confer with KPMG and the City of Markham.

Moved by Ms. Gail Vlahopoulos
Seconded by Ms. Winnie Phung

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.

Carried.

5. **POLICY LIMITATION:** *The CEO shall 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

AGENDA 6.2.1

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 shall 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 \$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 – Dec) information related to MPL’s UMS transactions.

	Description	Amount
A	# of customer accounts submitted to collection agency	334
B	Fines/fees received from customers following UMS contacts	\$7,443
C	Returned items following UMS contact (value)	\$29,151
D	Subtotal – Fines/fees plus returned items (B + C)	\$36,594
E	Fees paid to UMS by MPL	\$4,237
F	Net benefit to MPL (D – E)	\$32,357
G	Net benefit ratio (Benefit per \$1 investment in service) (F/E)	\$7.64

- While the relationship with UMS has been successful financially, the primary benefit is a

AGENDA 6.2.1

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 shall 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, 2025, in filing its annual Charity return for 2024 with the Canada Revenue Agency (CRA).

The Library met the deadline of January 31, 2026, in filing its Q4/2025 (Oct-Dec) 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 2025.

ATTACHMENTS:

- Appendix "A" – Statement of Revenue and Expenditures – Twelve Months Ending 12/31/2025
- Appendix "B" – Variance Report: Statement of Revenue and Expenditures – Twelve Months Ending 12/31/2025
- Appendix "C" - Statement of Revenue and Expenditures Comparative Data for 2025 & 2024

AGENDA 7.0

TO: Markham Public Library Board
FROM: Catherine Biss, CEO& Secretary-Treasurer
PREPARED BY: Susan Price, Board Secretary
DATE OF MEETING: March 23,2026
SUBJECT: **CONSENT AGENDA**

RECOMMENDATION:

That the Consent Agenda comprising Agenda 7.0 to 7.1 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**



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 January 21, 2026 to March 17,2026.

- 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

March 17, 2026
Date