NIAGARA FALLS PUBLIC LIBRARY BOARD
MINUTES OF THE REGULAR MEETING
December 17, 2025
ROSBERG GALLERY, VICTORIA AVENUE LIBRARY & GOOGLE MEET

PRESENT: A. Andres-Jones (Chair), J. Anstruther (Vice Chair), M. Fraiman, L. Lococo, B. Ness, J. Roddy, T. Tredwell, K. Tsiantoulas

REGRETS: S. Mongrain

GUESTS: Paul Ciapanna, Partner, Audit, KPMG LLP
Tiffany Clark, Director of Finance, City of Niagara Falls
Jennifer Little, Financial Analyst, City of Niagara Falls

STAFF: A. Subnaik Kilgour, C. Lee, M. MacLaren, K. Rimnyak, A. DeGiorgio, B. Dixon, G. Janssen, L. Martin

Meeting was chaired by A. Andres-Jones

CALL TO ORDER:
Meeting called to order at 4:03 pm

THE ACKNOWLEDGEMENT STATEMENT WAS READ INTO THE MINUTES
The Chonnonton people have called these lands where we are gathering home for thousands of years and more recently, the Anishinaabe and the Haudenosaunee have been sharing the land as One Dish, One Spoon Treaty territory. We would like to acknowledge the enduring resilience of the First Nations, Metis and Inuit people who call this territory home.

1. APPROVAL OF AGENDA

MOTION: 2025-189 To approve the agenda of the December 17, 2025 Board Meeting
MOVED BY: L. Lococo
SECONDED BY: J. Roddy
MOTION CARRIED

2. DISCLOSURE OF PECUNIARY AND CONFLICTS OF INTEREST

None

3. 2024 AUDIT PRESENTATION

P. Ciapanna, Partner, Audit, KPMG LLP, presented the Niagara Falls Public Library Board's 2024 Financial Statements. T. Clark, Director of Finance, City of Niagara Falls and J. Little, Financial Analyst, City of Niagara Falls were present to support the presentation.

P. Ciapanna of KPMG presented the audited financial statements and advised that the audit process continues to move in a positive direction, with improved timelines and an efficient approach to the 2024 audit. He noted that no audit adjustments or misstatements were identified and that the Library remains on track with audit timing for the 2025 year-end. Key areas of audit focus included revenues and expenses, treasury and debt, tangible capital assets, and salaries and benefits.

P. Ciapanna advised that the audit opinion includes a qualification related to the completeness of donations, noting that this is common among public sector entities and charities that receive donations.

In reviewing the financial results, P. Ciapanna highlighted notable year-over-year changes, including an increase in cash from approximately $2.3 million to $4.6 million and growth in tangible capital assets from approximately $5.7 million to $6.0 million reflecting assets placed into service and the related commencement of amortization. He reported an annual surplus of approximately $556,000, resulting in an accumulated surplus of approximately $7.6 million, and confirmed that there were no changes to accounting policies in 2024, with disclosures remaining consistent year over year.

Board members asked questions regarding the audit qualification related to donations, including whether the qualification was appropriate and whether alternative audit procedures should be undertaken. P. Ciapanna advised that the qualification does not affect the Library's charitable status and clarified that it relates to the difficulty of fully verifying the completeness of donations through standard audit procedures, rather than any identified error or non-compliance. He further advised that eliminating the qualification would require substantially more audit work and cost, which is not considered proportionate, and confirmed that CRA does not require this level of audit verification.

Board members expressed appreciation for the work completed by KPMG and staff and noted the significant reduction in audit hours.

MOTION: 2025-190	To approve the 2024 audited financial statements as presented at the December 17, 2025 regular board meeting
MOVED BY:	T. Tredwell
SECONDED BY:	J. Roddy
MOTION CARRIED	

P. Ciapanna, T. Clark, and J. Little departed at 4:17 pm

4. NIAGARA FALLS PUBLIC LIBRARY STRATEGIC PLAN PRESENTATION

G. Janssen, Community Engagement Librarian, presented the proposed second phase of the Niagara Falls Public Library's 2024–2028 Strategic Plan. L. Martin, Community Engagement Manager, B. Dixon, Operations Manager, and A. DeGiorgio, Human Resources Administrator, provided an overview of the plan's reframed goals.

Staff presented an overview of the second phase of the Library's 2024–2028 Strategic Plan, describing how staff are further developing the Plan by applying a social impact lens while retaining the existing goals and overall structure. The presentation explained that this work is informed by recent research on libraries, wellbeing, social infrastructure, and social prescribing, and reflects changes in social conditions since the Plan was first developed. It was noted that libraries increasingly function as community

wellbeing spaces and play a role in addressing issues such as social isolation, declining civic engagement, and access to supports.

The presentation outlined a shift toward more intentionally measuring and communicating the Library's qualitative social impact alongside traditional quantitative metrics, with the aim of better connecting Library activities to broader community outcomes. Staff described the Strategic Plan as an iterative framework, allowing objectives, language, and evaluation methods to be refined over time. It was noted that this approach is intended to strengthen understanding of the Library's role, support staff morale and collaboration, and improve communication with Council, funders, and the community. Further updates on implementation and measurement will be brought forward in future reporting.

Board members discussed opportunities to further strengthen awareness and understanding of Library services within the community. Members explored ways the City could assist with promotion and communication, including through coordinated messaging and existing internal working groups.

J. Roddy spoke to the alignment between social prescribing principles and the role of libraries, while suggesting the use of more localized language. She also noted the cost and resource implications of social prescribing measuring initiatives and recommended exploring partnerships with graduate students or academic institutions.

Members discussed the importance of strengthening partnerships to expand the Library's reach, particularly for seniors who may feel hesitant or unsure about accessing services. Discussion highlighted the value of welcoming environments, opportunities for feedback, and intergenerational engagement, with examples noted of initiatives that surfaced useful insights into seniors' needs that are now being reviewed.

A. Subnaik Kilgour spoke to the work undertaken to translate complex research and concepts into a framework that can be understood and applied across the organization. She explained that upcoming work will involve cross-departmental teams addressing multiple strategic goals simultaneously, with a focus on fewer projects undertaken more intentionally to achieve greater impact. She emphasized the importance of reconnecting staff with purpose and meaning, and of focusing on the positive impact reflected in the Library's programs and services.

The discussion concluded with reflections on public perceptions of libraries and the importance of storytelling and impact, rather than focusing solely on usage numbers. Board members expressed appreciation for the presentation and support for the direction outlined.

M. Fraiman arrived at 4:40 pm

MOTION: 2025-191	To approve the supplemental second-phase approach to the Niagara Falls Public Library's existing 2024-2028 Strategic Plan, as presented at the December 17, 2025 regular meeting
MOVED BY:	B. Ness
SECONDED BY:	T. Tredwell
MOTION CARRIED	

A. DeGiorgio and B. Dixon departed at 5:08 pm

5. APPROVAL OF MINUTES

5.1. Regular Minutes of November 19, 2025 Board Meeting

MOTION: 2025-192	To approve the minutes of the November 19, 2025 regular meeting
MOVED BY:	L. Lococo
SECONDED BY:	B. Ness
MOTION CARRIED	

6. BUSINESS ARISING FROM THE MINUTES

None.

7. CONSENT AGENDA

7.1. Department Reports

7.1.1. Collections Inventory Report, M. Hulett, Collections Strategy and User Experience Librarian, S. Topping, Information, Resources, and Connections Leader

7.1.2. NFPL In the Media - November 2025, K. Stewart, Communications Associate

7.1.3. Fall 2025 Fundraising Report, L. Martin, Community Engagement Manager

Board members commented positively on recent fundraising activities and, in particular, noted the trivia night fundraiser, expressing appreciation for the initiative and interest in seeing similar events offered again.

7.1.4. Teen Services Update, L. Martin, Community Engagement Manager

7.1.5. Teen Services 2024-2025 Report, M. Amorim, Community Engagement Associate

7.1.6. Niagara Falls Public Library After School Program - Narrative and Financial Report 2024-2025, G. Janssen, Community Engagement Librarian

Board members commented on the After School Program report, noting the strength of the quantitative data presented and discussing opportunities to further articulate social impact, particularly in relation to families. Staff advised that the report was prepared to meet specific grant reporting requirements and explained that data collection was therefore aligned with funder expectations. Discussion acknowledged the challenges of reporting across multiple funding sources and noted that current data collection infrastructure limits the Library's ability to capture broader social impact measures at this time. Staff advised that this is an area of strategic focus moving forward. Board members expressed appreciation for the work reflected in the report.

A question was raised regarding the timing of the public release of the Annual Report, and staff advised that it will proceed now that the audited financial statements have been approved. L. Lococo noted that providing regular updates to Council and the public was a good idea, and that the Annual Report could serve as one such opportunity.

G. Janssen and L. Martin departed at 5:20 pm

7.2. Board Information and Correspondence

7.2.1. Media Release: City of Niagara Falls Initiates Unhoused Action Plan 2026 Community, City of Niagara Falls

7.2.2. Media Release: Niagara Falls Unveils a Bold New Brand Identity, City of Niagara Falls

7.2.3. Save Canada's Interlibrary Loans, Ontario Library Association

A question was raised regarding the status of proposed changes to interlibrary loan postal rates. A. Subnaik Kilgour advised that the proposed changes are no longer proceeding as initially indicated, and that existing shipping arrangements continue to be honoured, although it remains unclear how future rates will be determined. She further noted that arrangements supporting accessible materials will continue.

7.2.4. InsideOLBA Fall Edition, Ontario Library Association

7.2.5. HoOPLA: Catch Up with Ontario Public Libraries, Ontario Library Association

7.3. Articles

7.3.1. Church sues after City of Montreal issues $2,500 fine for hosting 'MAGA superstar', CTV News

7.3.2. The Ontario mayors urge province to declare state of emergency with homelessness, addiction, CBC News

7.3.3. Reduction of immigration targets could hurt Canada's reputation, expert says, Parliament Today

7.3.4. Could a national, public 'CanGPT' be Canada's answer to ChatGPT?, The Conversation Canada

MOTION: 2025-193 To receive the consent agenda of December 17, 2025
MOVED BY: K. Tsiantoulas
SECONDED BY: J. Anstruther
MOTION CARRIED

8. ACTION ITEMS

8.1. Art Exhibit Policy

8.2. Collection Development Policy

MOTION: 2025-194 To approve the Art Exhibit Policy, and the Collection Development Policy as submitted at the December 17, 2025 Board Meeting
MOVED BY: J. Roddy
SECONDED BY: L. Lococo
MOTION CARRIED

9. COMMITTEE-OF-THE-WHOLE SESSION

MOTION: 2025-195 To move into Committee-of-the-Whole
MOVED BY: M. Fraiman
SECONDED BY: J. Anstruter
MOTION CARRIED

The Niagara Falls Public Library Board went "in camera" at 5:26 pm in order to address matters pertaining to:

- Personal matters about an identifiable individual; and
- a proposed or pending acquisition or disposition of land by the board.

MOTION: 2025-199 To rise from Committee-of-the-Whole
MOVED BY: T. Tredwell
SECONDED BY: J. Anstruther
MOTION CARRIED

The "in camera" session was completed at 6:16 pm.

MOTION: 2025-200 To accept the business conducted in-camera on December 17, 2025
MOVED BY: M. Fraiman
SECONDED BY: J. Anstruther
MOTION CARRIED

10. OTHER BUSINESS

Board members briefly shared positive observations regarding EarlyON intergenerational programming taking place in shared spaces.

A reminder was provided regarding the use of Library apparel discount codes before the end of the month, with support available if needed. Members also expressed appreciation for the recent staff holiday event and acknowledged positive feedback received from staff regarding the gesture. It was noted that available Wellness Committee funds were used to enhance staff recognition this year.

Thanks were extended for the Board's invitation to the City's staff holiday event.

A. Andres-Jones offered seasonal greetings and well wishes to members and staff.

11. ADJOURNMENT

Meeting adjourned at 6:23 pm

NEXT MEETINGS

January 21, 2026
February 18, 2026
March 18, 2026