CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Tuesday, January 31, 2023
Central Library Boardroom 0-11

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10. Audit and Finance Committee

11. Calgary Public Library Foundation Update

13. Other Business

14. Adjournment

TREATY 7 LAND ACKNOWLEDGEMENT

With gratitude, mutual respect, and reciprocity, we acknowledge the ancestral home, culture, and oral teachings of the Treaty 7 signatories which includes the Siksika *(Six-ih-gah)* Nation, Piikani *(Bee-gun-knee)* Nation, Kainai *(Gah-nah-wah)* Nation, the Îethka *(Ee-ith-kah)* Stoney Nakoda Nation, consisting of the Chiniki (*Chi-ni-key),* Bearspaw *(Bears-paw),* and Good Stoney Bands *(Good Stoe-knee),* and the people of the Tsuut'ina *(Sue-tin-ah)* Nation. We also recognize the Métis *(May-tea)* people of Alberta Region 3 who call Treaty 7 their home.

At Calgary Public Library we celebrate stories: the stories of the community and the land that we live on. We serve the community on Wîcîspa *(Wing-cheese-pa),* Guts'ists'I (*Goo-tss-is-tsee),* and Moh'kinstsis (*Moh-gin-tss-is*), which describes the gathering place where the Bow and Elbow rivers meet. We respect all people who share, celebrate, and care for the Treaty 7 territory of southern Alberta and we honour the original caretakers of the land who remind us of the ongoing histories that precede us. We recognize our shared responsibilities going forward to help bring everyone together on this journey of Truth and Reconciliation.

PRONUNCIATION GUIDE

HELLO:

Oki - Ohh-gee (Blackfoot hello)

Âba Wathtech - Um-ba-wath-stitch (Stoney Nakoda hello)

Danit'ada - Duh-nee-duh-duh (Dene hello)

Taashi – Tawn-she (Michif (Métis language) hello)

Mohkinstsiss (Moh-gin-tss-is) means where the two rivers meet / the elbow at the confluence of the Bow and Elbow Rivers. Refers to where the two rivers meet and what we refer to today as Calgary.

CEO Report
January 2023

It is an exciting time for Calgary Public Library. After emerging from the pandemic and service disruptions spanning several years, the Library is busier than ever. With over 750,000 active members and annual circulation exceeding 16.3 million, we're reaching more people than ever before in our 110 years. As 2022 ended, we saw many markers of a healthy and busy system – staffing numbers have returned to pre-pandemic levels with nearly 800 employees, volunteer registration continues to climb with a total of 1,849 volunteers registered at the Library, and in 2022 our staff delivered more than 9,000 programs.

Last November, the Library released its new 2023-2026 Strategic Plan and distributed 25,000 copies in locations throughout Calgary. Feedback from employees, partners, and members has been resoundingly positive and validated the level of engagement and care the Board took to develop it.

Year-end also saw the close of the 110 Together campaign to celebrate 110 years of public library service for Calgarians. Major events, archive exhibits, storytelling projects, and more helped celebrate this milestone and create renewed excitement for a bold future.

I am also pleased to share that Manjula Nanjappa will be joining the Library as our new Director of Technology. Manjula will join us in February and she is keen to use technology to create a shared sense of purpose among our team and energize lifelong learning for Library users.

The Library also released its 2022 Year in Review video and service numbers in January. Kudos to everyone for an incredible year that saw the Library emerge from service disruption to have incredible growth in membership and circulation.

YEAR IN REVIEW
2022 was a big year for Calgary Public Library. Thank you to all our members, volunteers, and staff for your continued support as we help more Calgarians realize their potential!

750,000+ Members
57% of Calgarians are active Library members

total computer and chromebook sessions
641,277

9,054 programs delivered

1.4 million WI-FI SESSIONS

4,900,000+ visits to Library locations
12.5 million visits to calgarylibrary.ca

1.8 million print jobs completed across our system

107 meeting rooms booked
44,115 times in 2022

16.3 million+ items checked out / 4.9 million digital / 11.4 million physical

calgarylibrary.ca @calgarylibrary

Government Relations

On November 21, the Library provided a presentation on our objectives and plans for the next four years as part of The City of Calgary's 2023 – 2026 Service Plans and Budgets process. Calgary City Council then approved the Library's budget proposal, including three new libraries to help meet the growing service demand as our population and service area increase. We appreciate Council's support of the Library's critical role in the community.

On December 1, Central Library hosted the Downtown Strategy Champions Network for its quarterly meeting. The Downtown Strategy team leverages the collective efforts of The City and its public and private sector partners to respond to prolonged economic challenges, capitalize on opportunities that will create jobs, drive economic recovery, and revitalize and transform the downtown. Civic and community partners contribute to the livability of Calgary's downtown, including the Library. The civic and community partners help support and promote the downtown through advocacy, place making, and community-building.

The Library met with Rebecca Schulz, Minister of Municipal Affairs, alongside our partners at Edmonton Public Library and library leaders from across Alberta, to update her on library service in Alberta's largest city and continue our collaborative relationship with the Province.

System Developments

Calgary Public Library once again signed on as a Cold Weather Emergency Supports partner with the City of Calgary. This partnership means sharing emergency information when temperatures become dangerous and directing vulnerable patrons to resources and supports. The Library was happy to take part, given the extreme cold in December.

The Library shared some holiday cheer with all Library locations with our annual winter floral displays for the public and staff to enjoy. Staff appreciate the seasonal arrangements as they raise the spirits of employees and visitors alike.

Central, Giuffre and Saddletowne libraries are trialing a new way of arranging our Easy Reader Collection to make it easier for families and staff to navigate the collection. These books are now separated into three categories and arranged by difficulty so that kids learning to read can find the "right fit" for their reading level. The Learn to Read collection has garnered positive feedback from patrons and staff and helps connect kids with the right book at the right time.

In November and December, Calgary Public Library leaders attended Intellectual Freedom professional learning facilitated by senior staff from the Collections department. The training reinforced Intellectual Freedom as a foundation of public libraries and provided an opportunity for participants to practice responses to collection, program, and service requests for reconsideration.

Several locations hosted Reading with Royalty events in December and January. This long-standing Library program has received some negative online feedback and criticism in the last year and yet continues to be well-attended and popular across the city. We continue to work closely with Calgary Pride to ensure this event is available to our community in a supported programming space.

Operational Highlights

Every year, Library staff nominate their peers for KUDOS awards to recognize their outstanding, dedicated work, serving our community and supporting each other. There were a record 248 nominees for this year's KUDOS awards.

You can watch this video to hear from this year's KUDOS award winners. Award winners attended a reception on November 30 hosted by Sarah Meilleur and Jillian Palbom, Senior Manager, Human Resources.
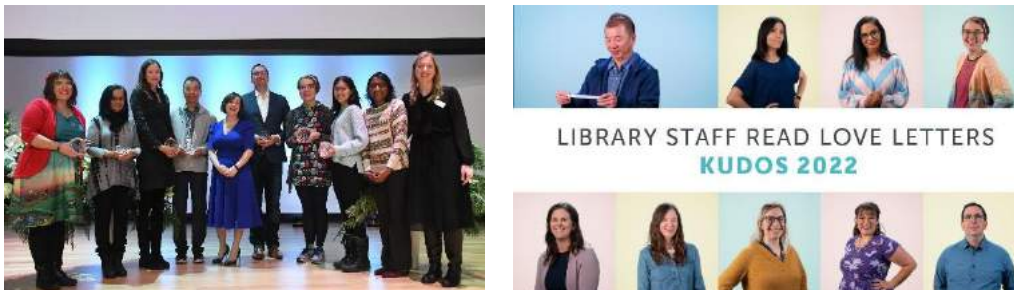
Congratulations to Stephanie Cambear (Innovation Champion), Lisa-Marie Brunnen (Visitor Experience Award), Suman Gangopadhyay (Ray of Sunshine), Carolyn Wallington (Rising Star), Shannon Curry (Resiliency Award), Tim Ho (Unheralded Wonder), Ethan Cole (Recognition Influencer), and Julia Sitter and Kaitlin Batty (Allyship Champions).

For nine days in December, Central and Memorial Park libraries were transformed into a Winter Wonderland. Holiday décor was staged to create a magical wintery backdrop for a range of events, activations and performances, where everyone was welcomed into our spaces with hot chocolate and treats. Highlights included face painters, winter circus performance, a visit from Elsa and Anna from *Frozen*, a winter flip book and thaumatrope activity, various musical performances including wandering carolers and Cool Choir, along with two marquee events.

The Mayor's Holiday Storytime saw Mayor Jyoti Gondek bring the holiday spirit to the Central Library's Shaikh Family Welcome Gallery with a family-friendly storytime enjoyed by a crowd of 130 people of all ages. The event was recorded and later broadcast to classrooms across Calgary.

For Achieving Your Full Potential with Catriona Le May Doan, the retired Canadian speed skater and a double Olympic champion thrilled an attentive audience in Central Library's Patricia A. Whelan Performance Hall with her motivational talk on what it takes to be the best and stay there. The event was also live streamed, reaching a total audience of 825 people.

With the holiday season, locations embraced new ways of displaying collections. At Louise Riley Library, previous Indigenous Placemaking artist Brittany Morning Bull created a Blackfoot Christmas Scavenger Hunt that asked children to find six Blackfoot words hidden in the children's area (*Ornament: Ikkimaani, Santa Clause: Naapi, Rudolph: A'sinnoka, Sleigh: Isttiko'nistsi, Christmas Tree: Pohtook, Snowflake: Oh'poota.*) It was an excellent way to familiarize these younger patrons to the Siksikaitsitapi section of the collection.

We wrapped up the year with New Year's Eve Celebrations at Central, Crowfoot, Saddletowne, Shawnessy, and Signal Hill libraries. These locations welcomed 3,400 Calgarians to a family-friendly New Year's Eve celebration from 11 am-2 pm. Activities included a special New Year's Eve storytime, a family dance party featuring live DJs, refreshments and giveaways, a resolution station to share goals for 2023, and an early countdown at 1:58 pm to ring in the new year!

Read 110, a new adult reading challenge, launched on December 15 with the distribution of scratch-off maps and a social media campaign. The program is designed to have Calgarians read 110 hours over 75 days. Staff have supported the program on social media by presenting book talks of their favourite books read over the past year. So far, 2,618 readers have registered for the challenge on Beanstack, with 2,733,633 logged minutes!

Locations continue to report high numbers of teens visiting around school hours. Forest Lawn Library has created pop-up lunch and gaming areas to support the demand for space. To help support our older teens who visit after-school, we've been seeking partners to help create meaningful programming. Currently, we have after-school drop-in programs for teens facilitated by community partners, including YMCA Tutor Table and Antyx and are exploring another wellness program the YMCA offers, YMind for 2023.

Crowfoot and Saddletowne both launched the Open Lab program on January 13 to activate their new Teen Tech Labs (TTLs). These labs include all the same components as the original TTL at Central in a mobile cart for maximum flexibility. Teens will have access to a range of engaging technologies, from sewing machines to 3D printers and robots, to spark their creativity and curiosity and encourage them to learn new skills. Seton launched their program in November and have been steadily increasing their attendance as word-of-mouth spreads.

Over the fall, the Library has coordinated and produced 11 virtual school events for students in the Calgary area, reaching 740 classes and over 19,000 students from Kindergarten to Grade 12. Sessions included students discovering great reads with a librarian, learning about singing with our Musical Artist in Residence, and a holiday-themed storytime with Mayor Gondek. Online events provide unique learning opportunities for students to participate in library programming, learn with specialists and engage with special guests. They appeal to teachers because of the relative ease of signing up and joining a session and they reduce barriers for the Library to reach more students and share library programs, services and specialists available to them in their communities.

Community Library School Tour pilots are doing well. Beginning November 1, the pilot libraries have hosted 18 tours with 538 students participating. The group is providing feedback on iterations for 2023.

The Library's long-standing It's a Crime Note to Read program now has 37 Calgary Police Service Members working with the Library to support community safety and literacy in classrooms across Calgary.

Locations continue to reflect the unique needs of their neighbourhoods and create new connections in the areas they serve.

At Nicholls Family Library, outreach staff recently connected with the program coordinator for the new Mustard Seed Neighbour Centre that opened in the Shaganappi Village housing complex. On their visits, staff met with children and senior patrons to talk about library services, and the partner is eager to work together again.

The Giuffre Family Library hosted a neighbourhood history program in December with the help of the Marda Loop BIA and local historian Harry Sanders. The program showcased the history of Marda Loop and included a discussion of Alexander Calhoun and the Giuffre Family Library. The program was full of engagement from attendees who had stories to share. The presenters stayed over an hour to continue talking and sharing. It was a perfect tie-in to our 110 celebrations.

Board Games Night has been the surprise hit at Country Hills Library over the past six months. The simple concept of bringing adults together to learn new board games has drawn a consistently strong average attendance. The attendees are a mix of ages, and staff report that laughter is heard coming from the program room for the entirety of each session.

At Quarry Park, staff have set up a Decorate Your Own Book Bag station to use the paper bags left over from the Build a Book Bag and curbside services. It was a success, with families using the opportunity to put their personal touch onto a book bag!

The Library continues to see demand for multi-lingual programming and resources.

Fish Creek Library staff recently provided a Farsi outreach storytime to children and families who are refugees from Afghanistan living in temporary accommodations in the Amenida Residences. The children loved hearing the stories and rhymes in their language and enjoyed playing with musical instruments and making buttons after the storytime. Staff registered 24 new members during the visit and the City of Calgary has requested that we return for another session in January.

The Central Library tours in Ukrainian continue to be popular, with 83 people attending 2 tours in November and December and 27 new cards created. Word of mouth is driving much of the interest, as those who have participated in past tours recommend it to others. Participants particularly enjoy the opportunity to ask lots of questions of staff who speak their language at the end of the session and we are adding more time at the end of tours to allow for more of this. We are planning more Ukrainian tours for the coming months and Central Library tours in Spanish, French, Cantonese, and Punjabi.

Volunteer and partner supported programs continue to return, and their reach has grown following the pandemic.

A six-week in-person session of the English Conversation Group took place at 12 library locations and was a great success. This volunteer supported program boasted 170 placements with 36 volunteers contributing 378 hours. The numbers are a testament of the program's success, but the human impact was the key: volunteers and staff hosts demonstrated enthusiasm and support that was instrumental in generating such great numbers and we are fortunate to have most of them returning in 2023.

Volunteers in our Read with Me program help young readers in Grades 1 to 6 discover the magic of reading through one-on-one sessions. There are currently 103 Read with Me matches, with some volunteers working with multiple eager readers.

Job Desk surpassed its target in 2022, offering one-on-one career support for job seekers in-person at Central Library or virtually to over 1000 patrons with an additional 543 patrons attending the Job Desk's Career Basics Workshops.

A new volunteer opportunity are Teen Tech Lab Guides and staff report that this is a volunteer role popular with newcomers. This role helps them to give back to the community while gaining valuable experience. A total of 19 guides have been brought on since the Fall.

Partnership Highlights

Pedesting is a new, locally-developed app that hopes to make it easier for people with disabilities to identify and use accessible routes to explore great spaces and events. An initial pilot of the app has been developed featuring Central Library, Arts Commons, and Brookfield Place. The company is encouraging community members to test the app and provide feedback to help improve its functionality before the official launch in Spring 2023. The Pedesting team was onsite at the Central Library in December to share information about the app, answer questions, and promote the opportunity to test the app. Library staff contributed to the testing to ensure that navigation routes within Central Library were recorded accurately.

Earlier this year the Lougheed House, in partnership with the Métis Nation of Alberta, Region 3, developed a new travelling exhibition titled *Forgotten: The Métis Residential School Experience*

& Remembered: The Story of Métis Children at St. Joseph's-Dunbow Industrial School. The project pairs old schoolhouse artifacts from the Heritage Park and Fort Calgary collections with information panels and related audio/visual recordings. The Create Space was the first place outside the Lougheed House to display the exhibit, which was installed for Métis Week on November 14 and displayed until January.

Wellness Desk services continue to be provided at three locations: Central, Crowfoot, and Shawnessy. Library staff and counsellors from Wood's Homes have shared that this barrier-free drop-in counselling service has real impact on people's lives. Here are two recent stories that show the value of this service:

> A 24-year-old male patron shared his grief, loss, and addiction story with a Wellness Desk counsellor. He had re-connected with his family after completing addictions treatment. He was surprised but they invited him for a visit. However, he did not have the funds to make the 12-hour bus trip to northern Alberta. Throughout one day, the Wellness Desk counsellor worked with the patron and several Calgary organizations who provide financial crisis support. By 4 pm, the patron had a bus ticket waiting at the station, gift cards for several stores to purchase clothing and personal supplies when he arrived at his destination, and several dollars for food on his trip. The patron expressed shock at the hard work of the crisis counsellor, saying "And to think I just stopped in just in case you knew of someone who could help me".

> A 16-year-old female patron came to the Wellness Desk to talk about school anxiety and feelings of failure. They were worried about broaching the subject with their parents. The Wellness Desk counsellor ran through several role-plays with the young patron increasing their confidence to talk about their worries with their mother. The next week, the young patron brought their mother to the Wellness Desk for a family conversation. The conversation was positive and fruitful with the patron's mother happy to learn how she can support her daughter to meet her goals and potential at school. The family was referred to a community-based resource for on-going family support as the young patron navigated their school worries and fears during this school year and beyond.

Impact Moments

Many of our patrons were thrilled to have World Cup Soccer games broadcast in Central Library's Patricia A. Whelan Performance Hall during November. In one case, some regular Library users (and big soccer fans) remarked to a staff member, "How many libraries do you know that would play soccer games on a giant screen? CPL IS UNMATCHED! You are the coolest Library in the world!"

On November 29 we had a visit from W.O. Mitchell's son, Orm, and his wife before the program to celebrate the 75th anniversary of the novel *Who Has Seen The Wind*. They were delighted to see the W.O. Mitchell display in the Calgary's Story area and afterwards, Freehand Books requested that it be moved down to the Performance Hall for the program that evening. It was a great way to support this special event and showcase our unique resources for its participants.

The Triwood Adventurers School Age Care teacher visited Nose Hill to give the Library a donation raised by the children in the program selling their crafts. We were touched by the generosity of this sweet group of kids. They have not been able to visit physically, but the teacher told a staff member that the facilitators visit the Library often to pick out books for the program. Our staff

member shared his contact information with the teacher so if they are permitted to have visits or field trips, we can offer them a storytime.

Adventurers Sac Ltd (school age care)
    TRIWOOD LOCATION.

— We are just a Kindergarten program. serving Collingwood and Capital Hill schools. We are here at the library every week to borrow books and We thought we should Support our Public library. We are team of 4 people at Triwood location. Nav, Pra, Tes and Malou.
Kids made arts and Crafts and we did art Sale and raised the money and kids wanted to come in with us to make Donations.

       Thanks
        Nav.

Dec 21/22 $232.00

Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, January 10, 2023
5:00 pm

In Attendance:

Board	**Administration**
Andrew Rodych (Chair)	Sarah Meilleur, *CEO*
Haritha Devulapally	Alexis Apps, *Senior Executive Assistant*
Sandy Gill	Amanda Robertson, *Executive Assistant*
Al-Karim Khimji	Heather Robertson, *Director, Service Design and Innovation*
Sheeba Vijayan	

Regrets
Crystal Manyfingers

1.   **Treaty 7 Opening**

Andrew Rodych respectfully opened the meeting with a Treaty 7 land acknowledgement.

2.   **Review of Agenda**

MOVED by Sandy Gill that the January 10, 2023 agenda be approved as presented.

Carried unanimously

3.   **Approval of Minutes**

Sandy Gill asked that the minutes be amended to include language expressing that "an abundance of candidates" had been provided by the search firm during the 2022 Board member recruitment campaign.

Task	Responsible	Deadline
Revise the minutes of the October 5, 2022 meeting of the Governance Committee as requested.	Administration	January 2023
Update the meeting package for the November 23, 2022 meeting of the Calgary Public Library Board as posted on the Library website to reflect the updated language.	Administration	January 2023

MOVED by Al-Karim Khimji that the minutes of the October 5, 2022 Governance Committee meeting be approved as amended.

<div align="right">Carried unanimously</div>

4. Business Arising

None.

5. Board Relations

A. Review Governance Committee Mandate

The Committee reviewed its mandate and directed Administration to make two changes before submitting it to the Calgary Public Library Board for approval:
- Item 1: To replace "Overseeing" with "Oversight and responsibility for…"
- Item 3: To add the words "… as well as succession planning for key Board roles" to the end of the sentence

Task	Responsible	Deadline
Revise the Governance Committee Mandate as requested.	Administration	January 2023
Add the Governance Committee Mandate to the next Board meeting agenda for approval.	Administration	January 2023

MOVED by Haritha Devulapally that the amended Governance Committee Mandate be recommended to the Calgary Public Library Board for approval.

<div align="right">Carried unanimously</div>

6. Board Recruitment

A. Board Member Re-Appointment Evaluation Process Review

In response to Board discussions held in 2022 indicating a need for structure and transparency in the Board member re-appointment process, the Committee reviewed a document from the Board Handbook, *Board Recruitment, Re-appointment, and Development Process*. The document outlines the process undertaken each year to appoint new Board members, re-appoint Board members to additional terms as applicable, and provide orientation training to members as needed.

The Committee discussed whether more clarity was needed in the section addressing potential conflicts of interest during the recruitment process and concluded that the current language would suffice in the face of the City's amended appointment process, during which a slate of candidates is presented by the Board rather than individual decisions between proposed and alternate candidates for each vacant seat.

The document ends with a division of responsibilities between the Board and Library Administration regarding the orientation and on-boarding of new members. In response to questions regarding the more precise timeline of how orientation is administered, Andrew Rodych requested an additional review of the Orientation Timeline during the February meeting of the Governance Committee.

With no suggested revisions for the process itself, the Committee directed Administration to remove the words "… in providing direction" from the last sentence of the first paragraph in the "Orientation and Development" section of the document.

Task	Responsible	Deadline
Update the *Board Recruitment, Re-appointment, and Development Process* as requested.	Administration	January 2023
Add an additional Orientation Timeline review to the Governance Committee's February meeting agenda.	Administration	February 2023

MOVED by Andrew Rodych that the Governance Committee receive the Board Recruitment, Re-appointment, and Development Process document as amended.

Carried unanimously

7.   Chief Executive Officer Performance Review

A. Process Review

The Committee reviewed the CEO Performance Review process document, which has been housed in the Board Handbook and underwent a significant review by Administration in response to the process changes initiated in 2022.

The Committee did not request revisions to the document at this time and directed Administration to replace the outdated CEO Performance Review process document with this version as presented.

Task	Responsible	Deadline
Add the revised *Calgary Public Library CEO Annual Performance Review* document to the Board Handbook.	Administration	January 2023

MOVED by Andrew Rodych that the CEO Performance Review process and timeline be accepted by the Governance Committee as presented.

Carried unanimously

8.   Board Self-Evaluation

A. 2022 Board Self-Evaluation Results

The Committee reviewed the results of the 2022 Board Self-Evaluation survey. The survey had been structured in such a way that most questions provided multiple-choice options of "Always", "Usually", "Sometimes", "Rarely", and "Never". When a participant selected "Rarely" or "Never", they were prompted to provide additional feedback. This year, the Board also introduced an option to provide additional written feedback on any of the questions, no matter which multiple choice selection had been made. This provided a higher volume of written commentary than had been received in recent years.

The Committee noted some trends in the written feedback, highlighting themes and commentary about the level of Board preparation and engagement, as well as Board capacity relative to ongoing and ad hoc Board work. Further discussion regarding Board packages, resources, and content was had relative to the feedback, specifically around governance and strategic oversight. It was noted that the materials produced for the Board are detailed and robust. There were also some who expressed concerns about whether enough professional development opportunities were available, while others felt that the opportunities were available, but not being taken.

The Committee directed Administration to make arrangements for a supplemental Governance Committee meeting to immediately follow the next meeting of the Board as an opportunity for the entire Board to discuss the survey results and provide ideas and feedback to the Committee on possible solutions for these areas. This will then cycle back to the Governance Committee for discussion and development as part of the workplan action items.

Task	Responsible	Deadline
Coordinate a supplemental Governance Committee meeting to follow the January meeting of the Board.	Administration	January 2023

B. Board Communication Channel Summary

Andrew Rodych presented a reference document outlining the communication channels available to the Board as provided by Library Administration. This summary was prepared in response to some survey feedback expressing a desire to make changes to these methods. The Committee confirmed that the Board is always welcome to request changes to the ways in which it receives information from Administration.

C. 2021 Survey Results: Governance Capacity and Consensus Building

Andrew Rodych presented a summary of the 2021 survey results and subsequent actions taken in 2022. Some of the themes in the 2021 results remained present in the 2022 results, but decreased Board capacity prevented further work on identifying and implementing further solutions. This will be considered as part of the work the Committee will undertake in 2023 to address current survey results.

9.   Urban Libraries Council Declaration of Democracy

Heather Robertson presented the background and text of the Urban Libraries Council (ULC) Declaration of Democracy and asked the Governance Committee to consider recommending that the Board sign on to the Declaration as a show of support for intellectual freedom and democracy in the face of growing calls for censorship in library systems across North America and reinforcing the critical role that libraries play in a democratic society.

Administration confirmed that the Board has the authority to approve this document. The Committee agreed to bring the Declaration to the next meeting of the Board for discussion and approval.

MOVED by Sandy Gill that the Governance Committee recommend that the Calgary Public Library Board sign on to the Urban Libraries Council Declaration of Democracy.

Carried unanimously

10. Workplan Review

Andrew Rodych reviewed the proposed 2022 Governance Committee workplan and advised that items 15 to 20 were revised to fall in alignment with the CEO Performance Review timeline discussed earlier in this meeting.

The Committee agreed that items 21 and 22, related to the review of the survey results as well as their presentation to the Board for information, be addressed in both January and February.

The Committee confirmed that a review of the Orientation Timeline be addressed in February as discussed earlier in this meeting.

Task	Responsible	Deadline
Make changes to the workplan as directed.	Administration	February 2023

11. Other Business

None.

12. Adjournment

MOVED by Al-Karim Khimji that the meeting be adjourned at 7:20 pm.

Transcribed by Amanda Robertson

_____

Andrew Rodych
Committee Chair

Governance Committee Mandate
January 10, 2023

The Governance Committee reports to the Board and advises on matters regarding overall governance and related policies including, but not limited to:

1. ~~Overseeing~~ Oversight and responsibility for the process of selection, performance evaluation, compensation, and succession planning for the CEO position

2. Recruitment, nomination and evaluation of Board and Committee members. This includes the striking of an Ad Hoc Board Recruitment Committee as needed, with a membership of at least three Board members, one of whom sits on the Governance Committee

3. Development of Board and Committee members including orientation for new members as well as succession planning for key Board roles

4. Periodic review of the Board's bylaws and policies

5. The practices of the Board and its Committees

Strategy and Community Committee
Online via Microsoft Teams
Wednesday, January 11, 2023
5:30 pm

In Attendance:

Board	**Administration**
Al-Karim Khimji (Chair)	Sarah Meilleur, *CEO*
Sandy Gill	Paul Lane, *Director, Strategy and Planning*
Evan Legate	Melissa Legacy, *Director, Visitor Experience*
Dana Saric	Amanda Robertson, *Executive Assistant*
Sheeba Vijayan	Heather Robertson, *Director, Service Design and Innovation*

Regrets	**Guests**
Crystal Manyfingers	Trevor Myers, *Business Analyst*

1. Meeting Opening

Al-Karim Khimji respectfully opened the meeting with a Treaty 7 land acknowledgement.

2. Review of Agenda

MOVED by Evan Legate that the agenda for January 11, 2023 be approved as presented.

Carried unanimously

3. Approval of Minutes

Al-Karim Khimji asked that the minutes be amended under the Q3 2022 Strategic Scorecard report, updating the last sentence to conclude, "… shows a promising trend towards pre-pandemic usage levels."

Task	Responsible	Deadline
Revise the minutes of the October 11, 2022 meeting of the Strategy and Community Committee as requested.	Administration	January 2023
Update the meeting package for the November 23, 2022 meeting of the Calgary Public Library Board as posted on the Library website to reflect the updated language.	Administration	January 2023

MOVED by Evan Legate that the minutes of the October 11, 2022 meeting be approved as amended.

Carried unanimously

4.   Business Arising

None.

5.   Mini Moment

Al-Karim Khimji shared an anecdote about a personal interaction he had with a friend and Library member who, without knowing Khimji was a member of the Board, had given effusive praise for the Library's programs and services. They were especially pleased with the difference Baby Rhyme Time was making for their young family. Khimji invited other members of the Committee to share similar stories going forward to begin each Strategy and Community Committee meeting.

6.   Q4 2022 Strategic Scorecard Review

Trevor Myers presented highlights from the Q4 2022 Strategic Scorecard Report. In Q4 of each year, the Strategic Scorecard provides updated metrics on all measures.

Circulation in 2022 reached 16.3 million, the highest on record in the Library's history. Physical circulation reached 99% of circulation levels seen in 2019. This is notable as 2019 had particularly high visitation due to the opening of Seton and Central libraries. Visitation is a strong driver of physical circulation, and despite visitation in 2022 only reaching 65% of levels measured in 2019, circulation remained very high. Digital materials contributed to some of this year's success with 4.9 million checkouts representing 30% of total circulation in 2022.

Virtual learning fell 0.25% short of its target and was approximately 11% lower in 2022 than in 2019. The pandemic had a significant impact on interest and usage levels for virtual learning, so target setting in this metric will require ongoing refinement as data continues to be gathered in the years to come.

Programs fell short of the target in Q4. The increased proportion of in-person programming over virtual programing has allowed the Library to improve the range of its offerings significantly over the course of the year, but also meant that some programs had to be cancelled in Q4 as Library staff and the community experienced significant levels of illness.

Cold and flu season also had an impact on outreach in Q4 2022 with planned activities in childcare and long-term care facilities being reduced to prevent the spread of illness. A total of 807 outreach activities were held in 2022, or 19% of 2019 values. The average attendance per activity was 133 in 2022, or nearly five times higher than the average attendance of 29 individuals in 2019. Virtual outreach has reduced some of the time- and resource-intensive elements of outreach activities

and has expanded the Library's ability to connect with high volumes of participants. The Library is currently evaluating means of measuring virtual and in-person outreach in more detail to better distinguish between the two.

Computer and printer use each decreased slightly compared to Q3 2022 and failed to meet their Q4 2022 targets by approximately 16%. There was a significant printer outage in Q4 that had an impact on usage levels and cold weather may also have contributed to the decrease in both measures. Both have shown steady growth throughout 2022 and will likely continue to grow in 2023.

In Q4, there was a system-wide upgrade to the Library's wireless infrastructure. Wireless access points were replaced with newer models to provide an enhanced user experience. The significant increase in wireless connections this quarter is likely due to this upgrade, though at the time of the meeting staff are continuing to investigate whether the increase is due to differing accuracy in tracking, an unidentified software error, or some other cause.

The semi-annual phone survey most recently conducted in November showed consistently high marks for overall member satisfaction. Of the 400 random Library members sampled, 116 rated their experiences as "very satisfying" while 265 rated their experiences as "extremely satisfying". The satisfaction results have remained consistently high throughout the pandemic.

Dwell time is the number of minutes patrons stay within a Library location, weighted by the proportion of overall visits that location experiences. The measure uses median times rather than averages that risk being skewed by visitors who spend several hours at the Library. This fell short of the target in Q4 2022, with a dwell time of 58 minutes. As a relatively new measure with a lot of contributing variables since the beginning of the pandemic, it has been difficult for the Library to set reliable targets. Work will continue in identifying patterns and suitable targets for this measure.

Repeat visitors are calculated using anonymized patron device data, identifying how many times a given device has entered a Library location over the given period. This measure exceeded the target by 8.6% with 10% of visitors visiting 26 or more times during Q4 2022.

Better Off measures (Belonging, Inclusion, Improved Outlook, and Personal Growth) are captured twice each year and averaged for the Q4 report. These have showed continuous decreases since the onset of the pandemic until 2022, which saw a slight bounce back with all four measures increasing in either Q2 or Q4. The decline in these key performance indicators over the past three years was steep, significant, and apparently contradictory to overall member satisfaction scores, which have remained consistently excellent throughout the same period.

Myers noted to the Committee that holdings per capita will no longer be used as a measure after this year as digital publishing and licensing parameters are constantly changing, making an accurate and representative count of such materials increasingly challenging.

The Strategic Scorecard will undergo a significant update to better reflect the 2023 – 2026 Strategic Plan. The Committee will be consulted on these changes before Q1 2023 reporting is presented in April.

MOVED by Sheeba Vijayan that the Q4 2022 Strategic Scorecard Report be received for information as presented.

Carried unanimously

7.   Board Retreat Planning

Administration requested direction from the Strategy and Community Committee on initiating planning for the annual Board retreat. The Committee agreed that teambuilding will be a focus for this year's retreat, along with the possible additional topics of intellectual freedom and innovation. Additional details will be left to the ad hoc Retreat Planning Committee.

Al-Karim Khimji volunteered to join the ad hoc committee in his capacity as the Strategy and Community Committee Chair.

Due to changes in Board member availability, the Strategy and Community Committee directed Administration to circulate a poll canvassing for a new Board retreat date as well as to begin working with the Retreat Planning Committee to confirm the other details.

Task	Responsible	Deadline
Circulate a poll to all Board members regarding availability for alternate Board retreat dates.	Administration	January 2023
Initiate conversations with the Retreat Planning Committee to begin coordinating retreat logistics.	Administration	January 2023

8.   2023 Strategic Workplan Highlights

Sarah Meilleur presented highlights from the 2023 Strategic Workplan report, provided as an update to the Committee on key projects the Library will undertake in 2023 to advance the 2023 – 2026 Strategic Plan.

Library Administration has identified several focus areas within each strategic priority.

As part of its strategic priority to **Create Purpose Together**, the Library will be addressing the need for infrastructure improvements and increased library space per capita by creating a facility framework. In 2023, this will include preparations for four new approved locations (Belmont, Skyview Ranch, Symons Valley, and Walden) as well as lifecycle renovations at Fish Creek Library.

The Library will also implement a new teen strategy in response to the specific needs of teens in Calgary. The Library will also take a stronger position on Intellectual Freedom by providing enhanced training for staff and developing more public programming to provide input into the growing public conversations around censorship and the role libraries play in a healthy democracy.

To **Champion a Sense of Belonging**, the Library will implement a new outreach strategy to address barriers preventing some community members from accessing supports and services. This will be developed through the Library's inaugural Innovation Engine project: *City as Library*.

The Library will also continue implementing learnings from the 2022 internal survey on Equity, Diversity, and Inclusion to provide enhanced training, strategic communication, and other new initiatives to ensure every visitor and staff member feels they belong at the Library.

Despite record high membership levels, the Library will continue working on this area of focus by developing new membership retention tools to ensure all members are getting the most they can from their Library membership.

Under **Energize Lifelong Learning**, equity will continue to be a focus in 2023. The Library will be focusing on digital equity to better understand community needs and address local challenges with the help of stronger partnerships with organizations. The Library will also continue working with parents, caregivers, and educators to invest in school-age services and supports to bridge the learning gaps that widened during the pandemic.

A multi-disciplinary team will be initiating a significant overhaul of the Library's membership email communications to better serve our members with more personalized messaging aimed at connecting users with the tools and resources best positioned to meet their needs.

Meilleur also provided an update on the Library's new Innovation Engine, a process rooted in the principles of design thinking that helps users to understand and address community needs. Service Design invested time in 2022 to gather data, conduct community needs assessments, facilitate empathy-building sessions, and develop "How Might We" questions to provide a focused lens for identifying the Library's opportunities and strengths. Over 100 staff participated in ideation sessions that generated over 2,700 ideas for how the Library might better serve the community. Based on these ideas, several areas of focus were developed and led to the Executive Leadership Team choosing *City as Library* for the Innovation Engine's first project.

City as Library will support the Library in building out data about where the community is being underserved while awaiting four new locations and will help inform more strategic decisions about where and which outreach efforts will be deployed for the greatest impact.

Meilleur advised that Library leadership would like to present reporting to the 2023 Strategy and Community Committee on: Intellectual Freedom; Innovation Engine: City as Library; and Facility Framework and System Planning. Meilleur asked the Committee to provide feedback on which additional topics or issues should be presented this year. The Committee asked that more information be provided about: Truth and Reconciliation; Outreach Strategy; and Teen Engagement.

Meilleur advised that the Executive Leadership Team will prepare a proposed schedule of Spotlight Reports for the Committee to consider at its next meeting on February 8, 2023.

Task	Responsible	Deadline
Propose schedule of Spotlight Reports for the Committee to consider.	Administration	February 7, 2023

MOVED by Sandy Gill that 2023 Strategic Workplan Highlights report be received by the Strategy and Community Committee for information as presented.

<div align="right">Carried unanimously</div>

9. Community Library Liaisons

Sarah Meilleur presented the Community Library Liaisons report to the Committee.

Board members will each become a designated liaison for a cluster of Library locations. In a role that will vary dependent on the locations, Board members may be invited to attend a number of in-person and virtual events, participate as special guests in Storytime programs, and spend time touring or visiting these locations over the course of each one-year term. The depth of involvement is at the discretion of individual Board members and provides an opportunity to meet staff and community members at their designated locations. Seeing the needs and opportunities in these locations may give Board members additional insights into how they may advocate on behalf of the Library.

Administration emphasized the positive impact this program has on Library staff members to see Board members as active library users. Becoming acquainted with library leadership and Board members helps staff feel more connected and engaged with the Library's Strategic Plan and priorities.

The Committee directed Administration to add the Community Library Liaison cluster assignments to the next Board meeting agenda.

Task	Responsible	Deadline
Add the Community Library Liaison cluster assignments to the next Board meeting agenda.	Administration	January 2023

MOVED by Dana Saric that the Community Library Liaison report be accepted by the Strategy and Community Committee for information as presented and that the Calgary Public Library Board determine the assignments at its next Regular Meeting.

<div align="right">Carried unanimously</div>

10. Strategy and Community Committee Mandate Review

The Committee reviewed the mandate and directed Administration to remove the word "annually" from item 5, regarding the previously annual review of Library fees and hours of opening. In 2022, the Board policy was updated to remove the annual requirement.

MOVED by Evan Legate that the Strategy and Community Committee Mandate be recommended to the Calgary Public Library Board for approval.

Carried unanimously

11.   Workplan Review

The Committee discussed the proposed workplan revision that would remove the March and May meetings in response to the lighter workload experienced by the Committee in years with no strategic planning work to undertake. The Committee agreed to request approval from the Board for the removal of these two regular standing committee meetings.

Task	Responsible	Deadline
Add the proposed Strategy and Community Committee workplan without March and May meetings to the next Board meeting agenda for approval	Administration	January 2023

12.   Other Business

None.

13.   Adjournment

MOVED by Sandy Gill that the meeting be adjourned at 7:30 pm.

Transcribed by Amanda Robertson

Al-Karim Khimji
Committee Chair

**Report to the
Calgary Public Library Board
Strategy & Community Committee
January 11, 2023**

Community Library Liaisons

While respecting the boundary between Library governance and operations, the Board has indicated a desire for a clearer understanding of the Library's strategic initiatives as they are implemented throughout the system. This in turn may provide valuable insight to strengthen the Board's ability to provide feedback and guidance on Library strategies at the governance level. The following points provide a framework for how the relationships between community libraries and individual Board members can bring value to both the Library and the Board:

1. The Service Delivery Manager and the Board member will meet and tour the libraries in their cluster once annually with an eye to providing the Board member with updates on recent, ongoing or upcoming service, programming, community outreach and facility initiatives.

2. Attendance at 1-2 high-profile events in the community libraries annually will provide opportunities for Board members to interact with patrons, to observe the Library in action, and to demonstrate support for the Library's work. These high-profile events will generally be identified by Service Delivery Managers, who will then offer invitations to Board members through the CEO's office, but Board members are also welcome to approach Service Delivery Managers should there be a particular event that interests them. Examples of high-profile events include:
   - community library anniversary celebrations
   - launches of new services or programs
   - grand openings, post-renovation celebrations or donor recognitions
   - large-scale events in the community in which the library is participating

3. Board members are encouraged to share the impact and value of the Library with their networks. Board members should seek a deeper understanding of their respective community libraries, the employees who work there, and the people they serve. This work often creates opportunities for further engagement, benefits partnership development, and generates impact stories that reflect the vision and mission of the Library. The presence and participation of Board members is also recognized and greatly valued by frontline staff.

4. To continue learning about the advantages and opportunities arising from pairing Board members and community libraries, each Board member may share their experiences, ideas, and activities at Board meetings in the "Advocacy Updates" agenda item. These updates may include topics such as:
   - valuable experiences they have had as a result of being linked to individual community libraries
   - sharing the distinctions between locations, the community needs they observe, and how their response supports the goals of the Library
   - suggestions for refining or advancing this framework

Calgary Public Library Board
Strategy and Community Committee
Community Library Liaisons
January 11, 2023

Community Libraries Organized by Management Cluster[1]

2022-2023 Community Library Liaisons			
Service Delivery Leadership	**Community Libraries**	**Address**	**Proposed Board Member[2]**
Shauna May	Nose Hill	1530 Northmount Dr NW	
	Signal Hill	5994 Signal Hill Centre SW	
Brin Chenille Bugo (term) *Jen Waugh (on leave)*	Bowness	6532 Bowness Rd NW	
	Crowfoot	8665 Nose Hill Dr NW	
	Rocky Ridge	11300 Rocky Ridge Rd NW	
Donna Bedry	Giuffre Family	3223 14 St SW	
	Louise Riley	1904 14 Ave NW	
	Nicholls Family	1421 33 St SW	
Sara House	Central	800 3 St SE	
	Memorial Park	1221 2 St SW	
Barb Gillard	Fish Creek	1161 Bonaventure Dr SE	
	Quarry Park	108 Quarry Park Rd SE	
	Southwood	924 Southland Dr SW	
Shannon Slater	Forest Lawn	4807 8 Ave SE	
	Saddletowne	150 7555 Falconridge Blvd NE	
	Village Square	2623 56 St NE	
Evette Berry	Seton	4995 Market St SE	
	Shawnessy	333 Shawville Blvd SE	
Allison Thomson	Country Hills	11950 Country Village Link NE	
	Judith Umbach	6617 Centre St N	
	Sage Hill	19 Sage Hill Passage NW	

[1] Organizing these connections according to management cluster streamlines the process, allows for a deeper dive into the Library's impact in a specific area of the city, and increases understanding of the important interdependencies that exist among libraries within individual clusters.

[2] City Councillor Board members maintain ongoing connections with the Libraries located within their respective wards.

Strategy and Community Committee
Mandate and Description
January 11, 2023

Purpose and Role

On behalf of the Board, the Strategy and Community (S&C) Committee stewards the creation of Calgary Public Library's strategic plan and conducts the ongoing review and evaluation of administration's strategic initiatives to achieve the Library's mission, vision, and values. The Committee also serves as a primary conduit/forum for Board members to learn about and be engaged in the work of the Library.

Mandate

The specific responsibilities of the Strategy and Community Committee are:

i. To recommend and steward the strategic planning process throughout its lifecycle and to provide a forum for reporting on progress towards achievement of the Strategic Plan.

ii. To provide Senior Administration with both proactive and responsive strategic thinking, risk analysis, guidance and support in all areas related to strategy and community.

iii. To plan and organize an annual board retreat.

iv. To support advocacy initiatives.

v. To ~~annually~~ review Library Fees and Hours of Opening on behalf of the Board.

vi. Other duties and responsibilities as assigned by the Board.

Library Board Meeting Schedule

2022 - 2023

Approved November 9, 2022

Legend

Meeting		Time
BRD	Regular Board Meeting	5:30 PM
A&F	Audit and Finance Committee	5:30 PM
GOV	Governance Committee	5:30 PM
S&C	Strategy and Community Committee	5:30 PM
SP	Special Board Session / Retreat	TBD
FF	Foundation Finance Committee Meeting	5:30 PM
F	Foundation Board Meeting	5:30 PM
AGM	Foundation Annual General Meeting	5:30 PM
BCC	City's BCC Organizational Meeting	9:30 AM
CA	City's Audit Committee	9:30 AM
SPC	City's SPC on CPS (Civic Partner Report)	9:30 AM
ORG	Board Organizational Meeting	5:30 PM
HOL	Holidays	

November 2022

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8 (FF)	9 (ORG)	10	11 (HOL)	12
13	14	15 (F)	16	17	18	19
20	21	22	23 (BRD)	24	25	26
27	28	29	30			

December 2022

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25 (HOL)	26 (HOL)	27	28	29	30	31

January 2023

S	M	T	W	T	F	S
1 (HOL)	2	3	4	5	6	7
8	9	10 (GOV)	11 (S&C)	12	13	14
15	16	17 (A&F)	18	19	20	21
22	23	24	25	26	27	28
29	30	31 (BRD)				

February 2023

S	M	T	W	T	F	S
			1	2	3	4
5	6	7 (GOV)	8 (S&C)	9	10	11
12	13	14 (FF)	15	16	17	18
19	20 (HOL)	21 (F)	22	23	24	25
26	27	28 (GOV)				

March 2023

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14 (A&F)	15	16	17	18
19	20	21	22 (BRD)	23	24	25
26	27	28	29	30	31	

April 2023

S	M	T	W	T	F	S
						1
2	3	4 (GOV)	5	6	7 (HOL)	8
9	10	11 (FF)	12 (S&C)	13	14	15
16	17	18 (F)	19	20	21	22 (SP)
23	24	25 (A&F)	26	27	28	29
30						

May 2023

S	M	T	W	T	F	S
	1	2 (GOV)	3	4	5	6
7	8	9	10	11	12	13
14	15	16 (AGM)	17	18	19	20
21	22 (HOL)	23	24 (BRD)	25	26	27
28	29	30	31			

June 2023

S	M	T	W	T	F	S
				1	2	3
4	5	6 (GOV)	7	8	9	10
11	12	13	14 (S&C)	15	16	17
18	19	20	21	22	23	24
25	26	27	28 (BRD)	29	30	

July 2023

S	M	T	W	T	F	S
						1 (HOL)
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18 (A&F)	19	20	21	22
23	24	25	26 (BRD)	27	28	29
30	31					

August 2023

S	M	T	W	T	F	S
		1	2	3	4	5
6	7 (HOL)	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2023

S	M	T	W	T	F	S
					1	2
3	4 (HOL)	5 (GOV)	6	7	8	9
10	11	12 (FF)	13 (S&C)	14	15	16
17	18	19 (F)	20	21	22	23
24	25	26	27 (BRD)	28	29	30 (HOL)

October 2023

S	M	T	W	T	F	S
1	2	3 (GOV)	4	5	6	7
8	9 (HOL)	10	11 (S&C)	12	13	14
15	16	17 (A&F)	18	19	20	21
22	23	24	25 (BRD)	26	27	28
29	30	31				

November 2023

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8 (ORG)	9	10	11 (HOL)
12	13	14 (FF)	15	16	17	18
19	20	21 (F)	22	23	24	25
26	27	28	29 (BRD)	30		

December 2023

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25 (HOL)	26 (HOL)	27	28	29	30
31						

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, January 17, 2023
5:30 pm

In Attendance:

Board	**Administration**
Evan Legate *(Chair)*	Sarah Meilleur, *CEO*
Haritha Devulapally	Katrina Ducs, *Financial Services and Procurement Lead*
Andrew Rodych	Chae Jun, *Controller*
Dana Saric	Paul Lane, *Director, Strategy and Planning*
	Trevor Myers, *Business Analyst, Strategic Planning*
Regrets	Amanda Robertson, *Executive Assistant*
Sandy Gill	

1.   Treaty 7 Opening

Evan Legate respectfully opened the meeting with a Treaty 7 land acknowledgement.

2.   Review of Agenda

MOVED by Andrew Rodych that the January 17, 2023 Audit and Finance Committee meeting agenda be approved as amended.

Carried unanimously

3.   Approval of Minutes

MOVED by Evan Legate that the minutes of the October 19, 2022 Audit and Finance Committee meeting be approved as circulated.

Carried unanimously

4.   Business Arising

None.

5.   Q4 2022 Risk Register Review

Trevor Myers presented highlights from the Q4 2022 Risk Register. 12 of the 14 Risk Register metrics were updated in this reporting period. Nine of those were categorized in the low threat range and three in the medium threat range (Circulation per Capita, Building Visits, Library Space per Capita) with none categorized as high risk.

At over 750,000 members, the Library currently has more active members than ever before in its 110-year history. Strong new membership registration was observed throughout the year and is attributed to a membership marketing campaign. High retention rates have also contributed to this new record and will remain a focus going forward.

Volunteer recruitment and placement has continued to grow steadily through the year. There are currently over 1,000 active volunteers and nearly 400 new volunteers were onboarded in Q4 2022. These numbers are expected to grow along with programs and volunteering needs in 2023.

Building visits were short of their target during this reporting period. Overall building visits reached only 64% of levels measured in 2019, though Q4 showed a proportional increase, representing 73% of 2019 visits during the same period. Administration anticipates this measure to be closer to traditional visitation levels in 2023.

Circulation per capita is reported in Q4 of each year and remained below target in 2022 despite reaching its highest levels in the Library's history. The Library has not met this aggressive target in the past five years, but the steady upward trend from 2020 to now shows that the target of 12.5 could be attainable in 2023.

Library space per capita is on a downward trend as the local population steadily grows without a corresponding increase in Library spaces. With plans for four new locations within the 2023 – 2026 Strategic Plan, the Library hopes to bring this number closer to its aspirational target in the coming years.

Paul Lane advised that the Risk Register will undergo adjustments leading in to the Q1 2023 report, which will be the first under the new strategic plan. The Audit and Finance Committee will be consulted about the new metrics at their meeting on March 14, 2023.

MOVED by Andrew Rodych that the Q4 2022 Risk Register Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

6. Finance Update

A. 2023 Budget Report

Chae Jun presented the 2023 Budget Report, which provided background context on the attached 2023 Operating Budget, 2023 Lifecycle Workplan, and 2023 Operating Reserve. The report included the Library's annual review of its $4.5M unsecured revolving demand facility. This financial instrument is intended to ensure cash flow timing does not impact normal Library operations for up to three payroll periods. The revolving demand facility will remain unchanged in 2023.

Jun advised that Administration is still in the process of closing the financial statements for the year ended December 31, 2022. Once the results are finalized, the results will be presented at the March Audit and Finance Committee meeting along with the auditor's report.

MOVED by Haritha Devulapally that the 2023 Budget Report be recommended as presented to the Calgary Public Library Board to receive for information.

MOVED by Haritha Devulapally that the $4.5 million revolving demand facility be recommended to remain stable and presented to the Calgary Public Library Board for approval.

Carried unanimously

B. 2023 Operating Budget

Chae Jun presented highlights from the 2023 Operating Budget.

Jun noted that of the $57.3M in revenue from the City, this includes a $1.01M 2023 one-time service increase, $0.82M inflationary increase, and $1.66M increase in response to salary increases negotiated by CUPE. Jun advised that $0.6M has been allocated from prior years' surplus. The Government of Alberta has not yet announced its 2023 budget. Until then and based on prior funding levels, this version of the Library budget assumes stable funding of $6.8M this year.

Of note, 2022 Projected Actual "Investment and other revenue" is significantly higher than what had been included in the 2022 or 2023 budgets due to an unexpected one-time insurance payment to remediate hail damage at Genesis Centre. The increase in budgeted "other revenue" in 2023 is attributed primarily to the increase of interest revenue.

In response to questions from the Committee, Jun clarified that the Library funds shortfalls from working capital or unrestricted cash reserves. In the event that there is no working capital to cover these costs, the Library would next draw on the operating restricted reserve pending approval from the Board, then the revolving credit facility as a final measure.

MOVED by Dana Saric that the 2023 Operating Budget be recommended as presented to the Calgary Public Library Board for approval.

Carried unanimously

C. 2023 Lifecycle Workplan

Chae Jun presented the 2023 Lifecycle Workplan, which highlights the Library's funding sources and spending profile for 2023. The total lifecycle funding source available in 2023 is $8.4M. In 2023, $5.5M has been allocated to building projects, $0.5M to Information Technology, and $0.5M to Collections. The net $0.8M remaining will be carried forward to 2024.

MOVED by Haritha Devulapally that the 2023 Lifecycle Workplan be recommended as presented to the Calgary Public Library Board for approval.

Carried unanimously

D. 2023 Operating Reserve

The operating reserve fund established in Q1 2021 remains at $3M with no plans to add or withdraw funds in 2023.

MOVED by Haritha Devulapally that the 2023 Operating Reserve report be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

7.   Audit and Finance Committee Mandate Review

After reviewing the mandate, the Committee did not request that any changes be made at this time.

8.   Workplan Review

The Committee reviewed the 2023 Workplan and did not have any changes to request at this time. Of note, there are plans for a spotlight report on security in March.

Administration advised that the Library has not been asked to appear before the City Audit and Finance Committee to present its financial results for the year ended December 31, 2022, but that it remains on the Library Board's Audit and Finance Committee workplan each year to ensure appropriate preparation time if it is required.

9.   Other Business

None.

10.   Adjournment

MOVED by Haritha Devulapally that the meeting be adjourned at 6:40 pm.

Transcribed by Amanda Robertson

_____
Evan Legate
Committee Chair

Risk Register Update for Q4 2022

I.   **ALIGNMENT**

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q4 2022.

II. **BACKGROUND**

The Risk Register is intended to identify and quantify risks that would prevent Administration from achieving the goals of the Strategic Plan. Specifically, four risks have been identified:

Relevance – is the risk that community indifference negatively impacts ability to improve the quality of life in Calgary through Library services and programs.

Finance – is the risk that available funding is insufficient to address community needs or to allow the Library to adapt or grow as demand dictates.

Operations – is the risk that ineffective processes negatively impact the ability to successfully manage complexity and change.

Security – is the risk that real or perceived safety and security concerns negatively impact organizational capacity, reputation, and community support.

Each risk is quantified through several specific risk factors, which are mitigated to varying degrees. The recently assessed status of each risk factor is the detail of the risk register and is explained in the attached series of dashboards. The first page of the dashboard package summarizes all measures.

III. **CURRENT RESULTS**

There are currently 14 risk factors under active monitoring, 12 of which were updated for this report. Updated measures are indicated by bold typeface on the summary page at the front of the attached dashboards. Of these 12 risk factors, 9 have been categorized in the low threat range and 3 in the medium threat range. Several risk thresholds (targets) change throughout the year, in alignment with predicted service levels.

Range	# of Measures	Notes
	9	
	3	Circulation per Capita, Building Visits, Library Space per Capita
	0	

Once more, Library membership was extremely strong this quarter. At over 750,000, the Library now has more active members than at any other point in its history. Strong new membership registration throughout the year (127,000) coupled with strong member retention have contributed to this new record number. This success can also be attributed to a strong membership marketing campaign, which brought the Library to the forefront of Calgarian's minds.

Volunteer recruitment and placement has continued its steady growth throughout the year. With over 1,000 current active volunteers and nearly 400 new volunteers onboarded this quarter, Library volunteering is in a much better place than in recent years. As in-person programing continues to grow throughout 2023, so too will our volunteering needs.

Like last quarter, building visits fell slightly short of expected levels this period. Overall visits this year are at only 64% when compared to visits in 2019. That said, Q4 showed a proportional increase, representing 73% of 2019 visits during the same period. Considering the colder than usual weather during December, this bodes well for a return to traditional visitation levels in 2023.

Both Central and Community Library incident levels increased slightly over last quarter. Colder weather has been attributed to the shift at Central, with more drug and alcohol incidents moving inside the warmer interior. Several community libraries are experiencing higher rates of altercations involving teens, with abuse to staff and fights with other teens being more prevalent. Several mitigation measures, such as space layouts and security presence, have recently been instituted and have already shown success.

IV.   **CONCLUSION**

This quarter is a continuation of the risk reduction that began earlier this year. In fact, looking at the year in its entirety shows a significant decline from the elevated risk experienced throughout the past three years. Visitation levels, while still below that seen in 2019, are showing positive increases leading into 2023. Annual circulation is the highest it has ever been, and at 750,000 active members, our member-base is the highest it has ever been as well. The stark increase in security incidents brought upon by the pandemic has diminished, and incidents levels are lower than they have been in years. Taken holistically, these results indicate an environment with significantly less risk than that experienced over the past few years.

V.   **RECOMMENDATION**
1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q4 2022***, to the Calgary Public Library Board.

Trevor Myers,
Business Analyst, Strategy & Planning

att: Q4 2022 Risk Register

Q4 2022 Risk Register Overview

Relevance

Active Memberships

Next Update Q1 2023

56%
Target: 50%
(+11.74%)

Satisfaction Score

Next Update Q2 2023

4.8
Target: 4.5 (+6.11%)

Volunteer Support

Next Update Q1 2023

8
Target: 5 (+54.37%)

Circulation per Capita

Next Update Q4 2023

12.2
Target: 12.5 (-2.74%)

Finance

Net Financial Assets

Next Update Q4 2023

$7.4M
Target: $3.0M
(+147.09%)

Fraud

Next Update Q4 2023

$0
Target: $0

Operating Cost per Use

Last Reported Q1 2022

$1.70
Target: $1.55
(+9.97%)

Municipal Grant per Capita

Last Reported Q1 2022

$40.70
Target: $42.00
(-3.09%)

Operations

Building Visits

Next Update Q1 2023

1.36M
Target: 1.45M
(-6.22%)

Website Visits

Next Update Q1 2023

1.43M
Target: 1.25M
(+14.01%)

Library Space per Capita

Next Update Q4 2023

0.42
Target: 0.50 (-16%)

Staff Turnover

Next Update Q1 2023

3.0%
Target: 3.0% (+0%)

Security

Community Library Incidents

Next Update Q1 2023

0.64
Target: 1.50
(-57.33%)

Central Library Incidents

Next Update Q1 2023

3.17
Target: 4.50
(-29.56%)

Relevance - Active Memberships

The total active members divided by population of the service area
Reported quarterly - Updated December 2022

56%
Target: 50% (+11.74%)

Low >50%	Medium 45-50%	High <45%
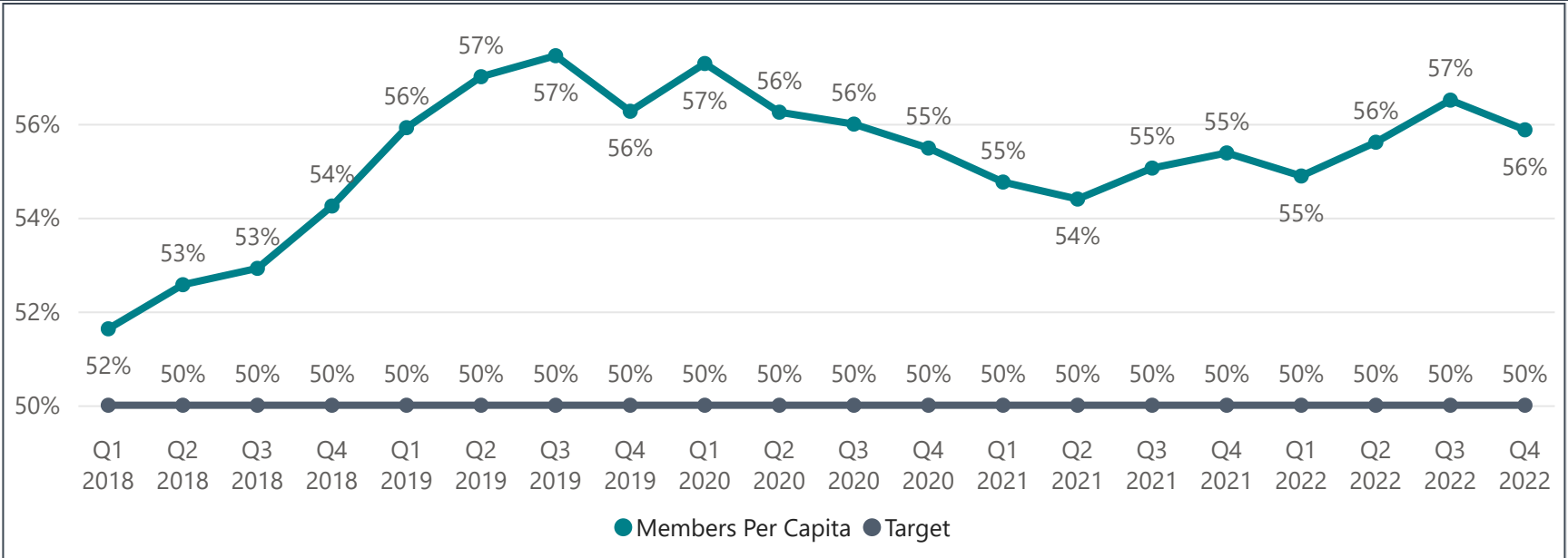
Quarter	Act vs. Tar
Q4 2022	111.7%
Q3 2022	113.0%
Q2 2022	111.2%
Q1 2022	109.8%
Q4 2021	110.8%
Q3 2021	110.1%
Q2 2021	108.8%
Q1 2021	109.5%
Q4 2020	111.0%
Q3 2020	112.0%
Q2 2020	112.5%
Q1 2020	114.6%

Total active members divided by population of the service area.

The number of active library users is a direct indicator of the degree of relevance to the community. Relevance is a necessary condition to achieve the aims of the Strategic Plan.

Mitigation Actions
Increase outreach to areas distant from a convenient library branch.
Co-locate library branches with complementary services and amenities.
Contact expiring members with easy renewal options.
Increase the availability and quality of online offerings.
Customer appreciation events and promotions. Reduce financial and procedural barriers to membership.
Create gathering and meeting spaces to decrease social isolation.

Commentary
Total Active Members Q4 2022 - 750,627
New Members registered during Q4 2022 - 30,592
Current Population - 1,343,500

The Library has reached a new peak active members count at over 750,000. Much of this success can be attributed to the well designed and executed membership campaign in 2022.

Calgary Public Library Members as a proportion of overall population is well above the national median of 34% (MBNCanada, 2021).

Relevance - Satisfaction Score

Average rating of satisfaction with overall library service in a random sample of library users.
Reported semi-annually in Q2 and Q4 - Updated December 2022

4.8
Target: 4.5 (+6.11%)

Low	Medium	High
>4.5	3.5-4.5	<3.5
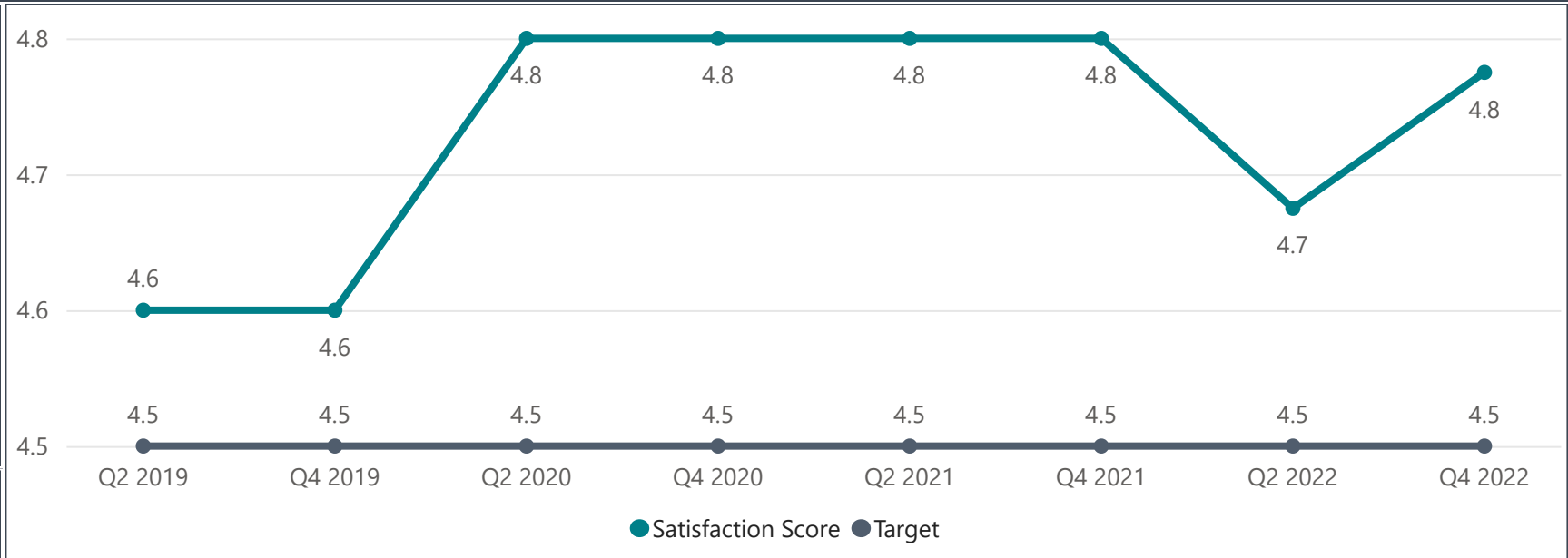
Quarter	Act vs. Tar
Q4 2022	106.1%
Q2 2022	103.9%
Q4 2021	106.7%
Q2 2021	106.7%
Q4 2020	106.7%
Q2 2020	106.7%
Q4 2019	102.2%
Q2 2019	102.2%

Rating out of 5 based on users experiences with Library services.

High levels of user satisfaction are a driver of discretionary decision-taking to use library services, and thereby increase relevance. Relevance is a necessary condition to achieve the aims of the Strategic Plan.

Mitigation Actions
Update appearance and amenities in all community libraries.
Focus programs and services on areas of biggest impact and need.
Improve merchandising and presentation of collections.
Increase training in service excellence.
Seek input from service professionals.

Commentary
Q4 2022 Member Survey
Very Satisfied rating (4 out of 5) - 116 (29.1%) of respondents
Extremely Satisfied rating (5 out of 5) - 265 (66.4%) of respondents

Member satisfaction with the Library is generally quite high. The latest phone survey was conducted to 400 respondents in November 2022. Among other questions, respondents were asked for their overall satisfaction with their experience with Calgary Public Library.

40

Relevance - Volunteer Support

The number of active unique volunteers per 10,000 members of population
Reported quarterly - Updated December 2022

8

Target: 5 (+54.37%)

Low >5	Medium 2-5	High <2

Chart: Active Volunteers (per 10,000) vs Target

- Q1 2018: Active 10, Target 10
- Q2 2018: Active 13, Target 10
- Q3 2018: Active 13, Target 10
- Q4 2018: Active 14, Target 10
- Q1 2019: Active 12, Target 10
- Q2 2019: Active 14, Target 10
- Q3 2019: Active 14, Target 10
- Q4 2019: Active 15, Target 10
- Q1 2020: Active 14, Target 10
- Q2 2020: Active 0, Target 5
- Q3 2020: Active 1, Target 5
- Q4 2020: Active 1, Target 5
- Q1 2021: Active 1, Target 5
- Q2 2021: Active 1, Target 5
- Q3 2021: Active 2, Target 5
- Q4 2021: Active 2, Target 5
- Q1 2022: Active 2, Target 5
- Q2 2022: Active 5, Target 5
- Q3 2022: Active 7, Target 5
- Q4 2022: Active 8, Target 5

Quarter	Act vs. Tar
Q4 2022	154.4%
Q3 2022	146.1%
Q2 2022	105.2%
Q1 2022	37.8%
Q4 2021	35.8%
Q3 2021	47.0%
Q2 2021	22.5%
Q1 2021	11.0%
Q4 2020	27.4%
Q3 2020	11.8%
Q2 2020	3.3%
Q1 2020	137.7%

The ability to attract and retain volunteers is an indicator of community support for the Library, a driver of relevance. Relevance is a necessary condition to achieve the aims of the Strategic Plan.

Volunteer Support was previously reported as a percentage of volunteers placed relative to available volunteer opportunities. As of 2022, this measure will now be reported as the number of volunteers compared to 10,000 members of population.

Mitigation Actions
Enhance training of volunteers.
Enhance recognition of volunteers.
Broaden scope of volunteer opportunities.
Integrate volunteers more closely into service delivery model

Commentary
Q4 2022 Active Unique Volunteers - 1,037
Q4 2022 Volunteer Opportunities - 2,301
Q4 2022 Volunteer Placements - 2,245 (98%)

The number of active volunteers has increased steadily since January, growing over 400% through the year. High demand programs such as Reading Buddies, English Conversation Group, Homebound Readers, and Math Quest contribute to the majority of this measure.

Due to the timing of reporting, a number of volunteers may have yet to report their Q4 hours. The number of unique volunteers may increase next quarter, as volunteers supply their hours.

Relevance - Circulation per Capita

The total circulation divided by population of the service area
Reported annually in Q4 - Updated December 2022

12.2
Target: 12.5 (-2.74%)

Low	Medium	High
>12.5	10.0-12.5	<10.0
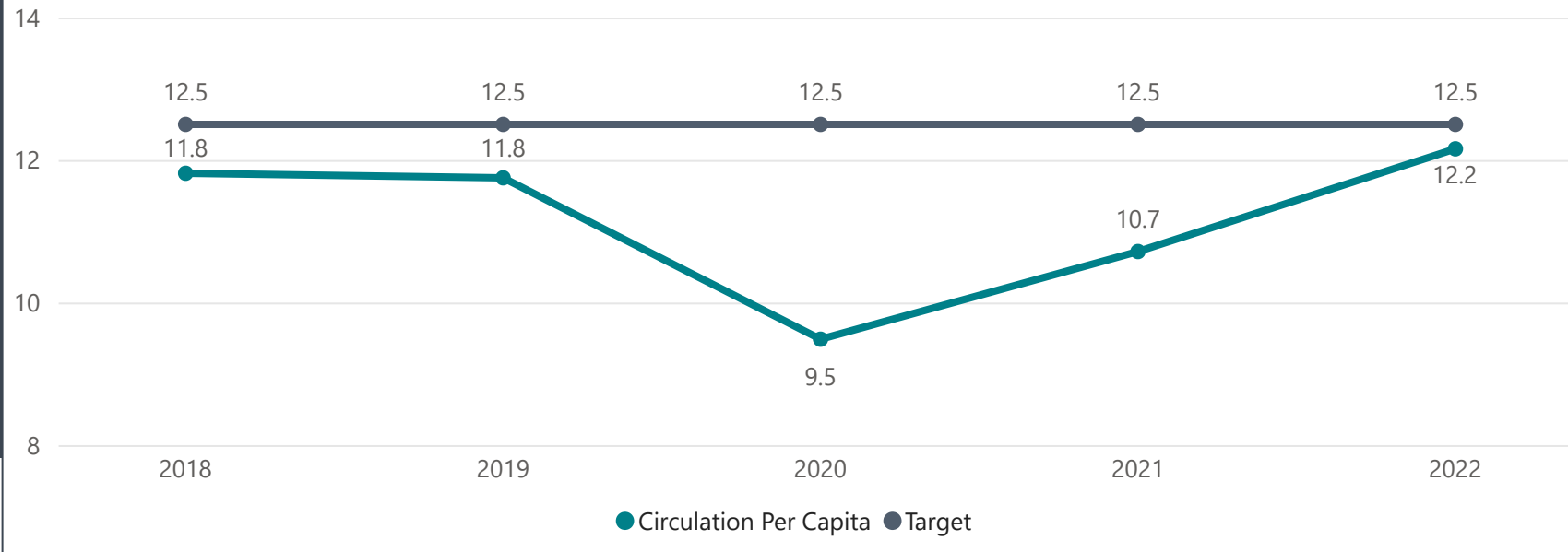
Quarter	Act vs Tar
Q4 2022	97.3%
Q4 2021	85.7%
Q4 2020	75.9%

Circulation is the primary driver of Library membership and use. The depth of lending is an indicator of the degree of user engagement with the Library. Member engagement is a necessary condition for achieving the aims of the Strategic Plan.

Mitigation Actions
Collection purchases are made in response to member preferences, monitoring the use of existing collection, and in response to marketplace trends.

Commentary
2022 Total Circulation - 16,333,572
2022 Civic Population - 1,343,500

Library circulation was extremely high this year, with the highest annual circulation in Library history.

Circulation per capita shifts with both circulation and population. Calgary Public Library's circulation per capita is significantly higher than the national median of 6.36 (MBNCanada, 2021).

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Finance - Net Financial Assets

Net financial assets as determined by the Library's customary accounting standards
Reported annually in Q4 - Updated December 2022

$7.41M
Target: $3.00M (+147.09%)

Low	Medium	High
>$3M	$0-3M	<$0M
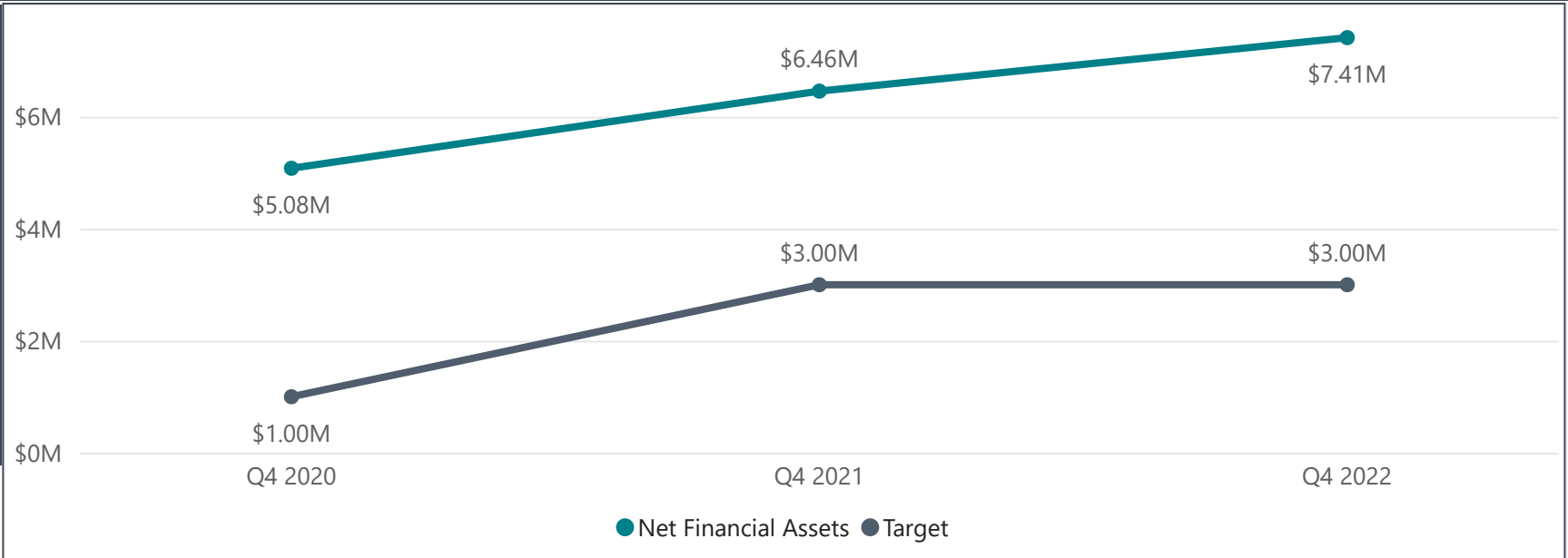
Quarter	Act vs Tar
Q4 2022	247.1%
Q4 2021	215.3%
Q4 2020	508.0%

Chart values — Net Financial Assets: Q4 2020 $5.08M, Q4 2021 $6.46M, Q4 2022 $7.41M. Target: Q4 2020 $1.00M, Q4 2021 $3.00M, Q4 2022 $3.00M.

Sufficient net financial assets are an indicator of the Library's resiliency, which is a necessary condition for stakeholders to maintain confidence in the Library and provide sufficient funding to achieve the aims of the Strategic Plan.

Mitigation Actions
Annual budget creation is preceded by reviews of past and known future budget pressures – no category of expense can roll forward unexamined.
Monthly oversight of budget results by budget managers and ELT separately.
Quarterly oversight by the Library Board's Audit & Finance Committee.

Commentary
In Q4 2020, the Library Board approved a reserve fund of $3 million. This fund has resulted in increased risk threshold levels, with the 'low risk' category being increased to $3 million. The level of net financial assets closely follows the pattern of quarterly operating grant receipts because expenses are very consistent month to month.

Finance - Fraud

The cumulative value of fraudulent transactions identified
Reported annually in Q4 - Updated December 2022

$0M
Target: $0M

Low	High
>$640K	>$640K
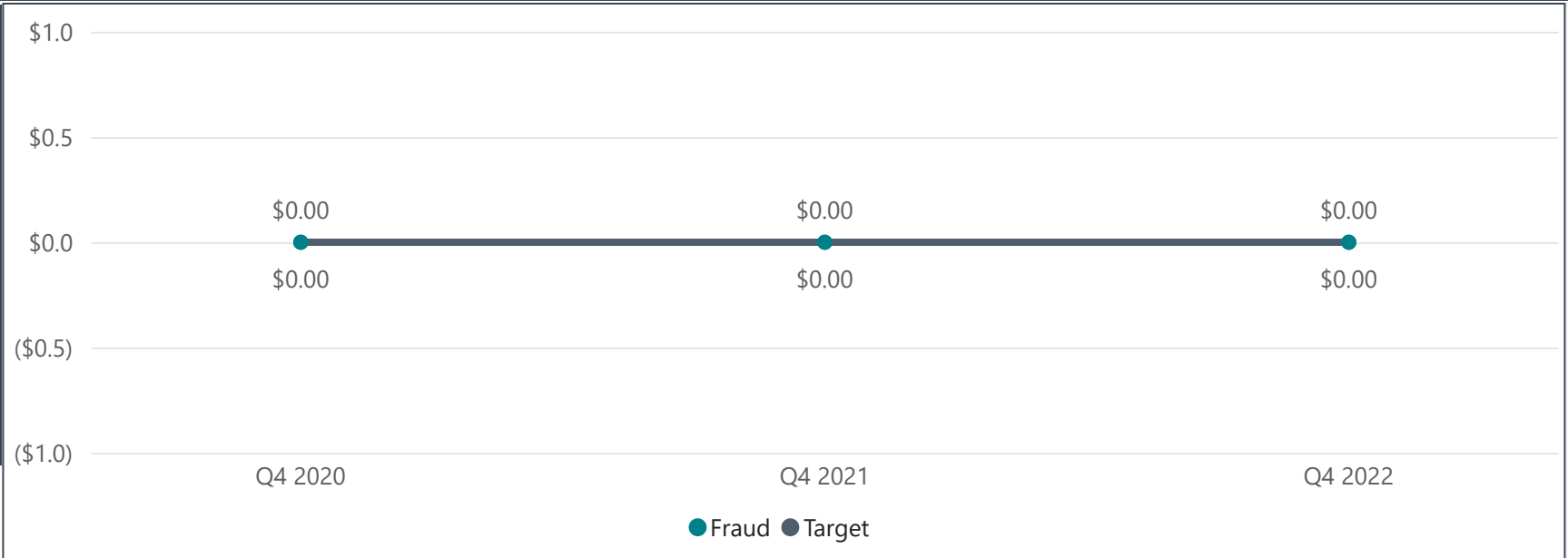
Quarter	Act vs Tar
Q4 2022	0.0%
Q4 2021	0.0%
Q4 2020	0.0%

Chart values:
- Q4 2020: Fraud $0.00, Target $0.00
- Q4 2021: Fraud $0.00, Target $0.00
- Q4 2022: Fraud $0.00, Target $0.00

●Fraud ●Target

Good stewardship is a necessary condition for stakeholders to maintain confidence in the Library and provide sufficient funding to achieve the aims of the Strategic Plan.

Mitigation Actions
Adherence to policies and procedures.
Documented procedures including segregation of duties, purchasing controls, one up approval, and external auditing.

Commentary
Risks are increasingly electronic and sophisticated.

44

Operations - Building Visits

The number of physical visits to all libraries
Reported quarterly - Updated December 2022

1.36M
Target: 1.45M (-6.22%)

Low	Medium	High
>1.5M	1.0-1.5M	<1.0M

Legend: ● Building Visits ● Target
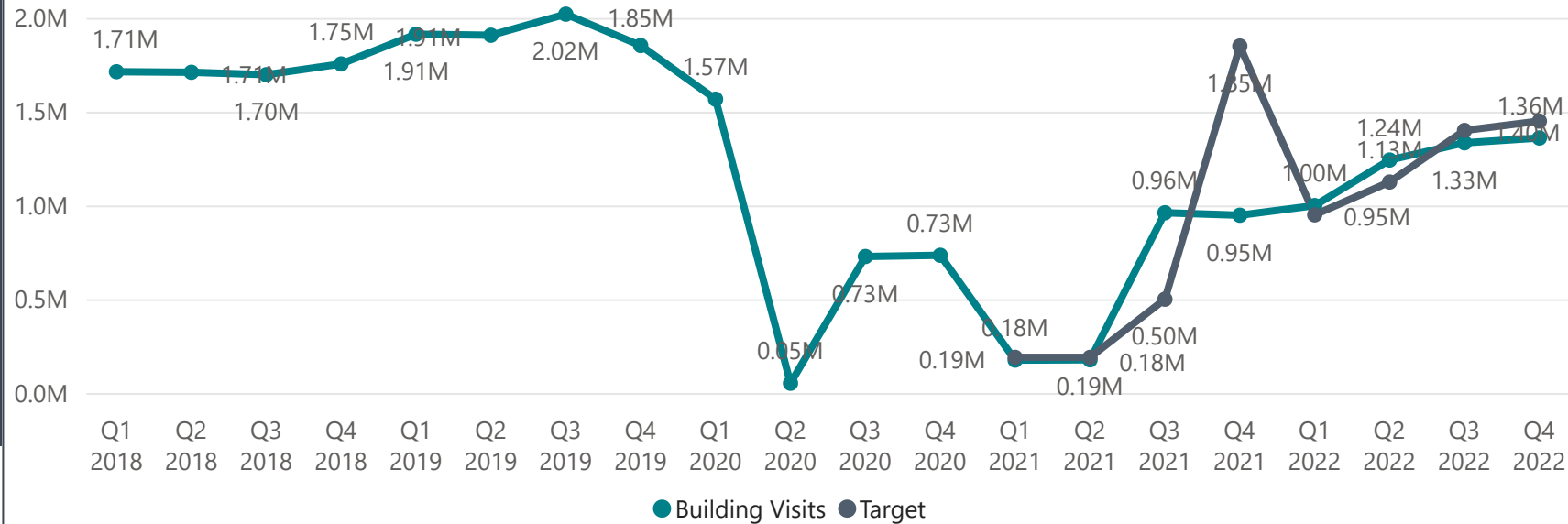
Quarter	Act vs. Tar
Q4 2022	93.8%
Q3 2022	95.3%
Q2 2022	110.4%
Q1 2022	105.2%
Q4 2021	51.2%
Q3 2021	192.2%
Q2 2021	93.1%
Q1 2021	92.2%

The number of physical visits to Library locations. Regular contact with members is important to maintaining full awareness of evolving services and products, which is a driver of success in achieving the aims of the Strategic Plan.

Mitigation Actions
Enhance look and feel of all libraries.
Increase hours of service.
Increase in-branch programming.
Free room rentals.
Add locations in maturing communities.

People Counter system used to count Building Visits has a ±10% margin of error.

Commentary
Q4 2022 Total Building Visits - 1,359,782

All 21 libraries were open to the public for the entirety of this quarter.

Visitation this period was 73% relative to Q4 2019.

This measure traditionally compared year-over-year percentage increases and decreases to building visits. As the pandemic has greatly impacted usage patterns, percentage comparisons are insufficient to indicate progress. This KPI was changed in 2021, now presenting a sum of all visits, rather than percentage growth.

Annual in-person visits per capita was 3.7 in 2022. This is significantly higher than our 1.7 visits per capita in 2021 as well the 2021 national median of 1.2 (MBNCanada, 2021).

Operations - Website Visits

The number of visits to the Library website
Reported quarterly - Updated June 2022

1.43M
Target: 1.25M (+14.01%)

Low	Medium	High
>1.25M	1.0-1.25M	<1.0M

Website Visits data points:
2.00M (Q1 2018), 1.88M (Q2 2018), 2.17M (Q3 2018), 2.27M (Q4 2018), 2.02M (Q1 2019), 1.77M (Q2 2019), 1.61M (Q3 2019), 1.61M (Q4 2019), 1.13M (Q1 2020), 1.33M (Q2 2020), 1.25M (Q3 2020), 1.32M (Q4 2020), 1.21M (Q1 2021), 1.28M (Q2 2021), 1.23M (Q3 2021), 1.31M (Q4 2021), 1.37M (Q1 2022), 1.32M (Q2 2022), 1.43M (Q3 2022), 1.25M (Q4 2022)

● Website Visits   ● Target
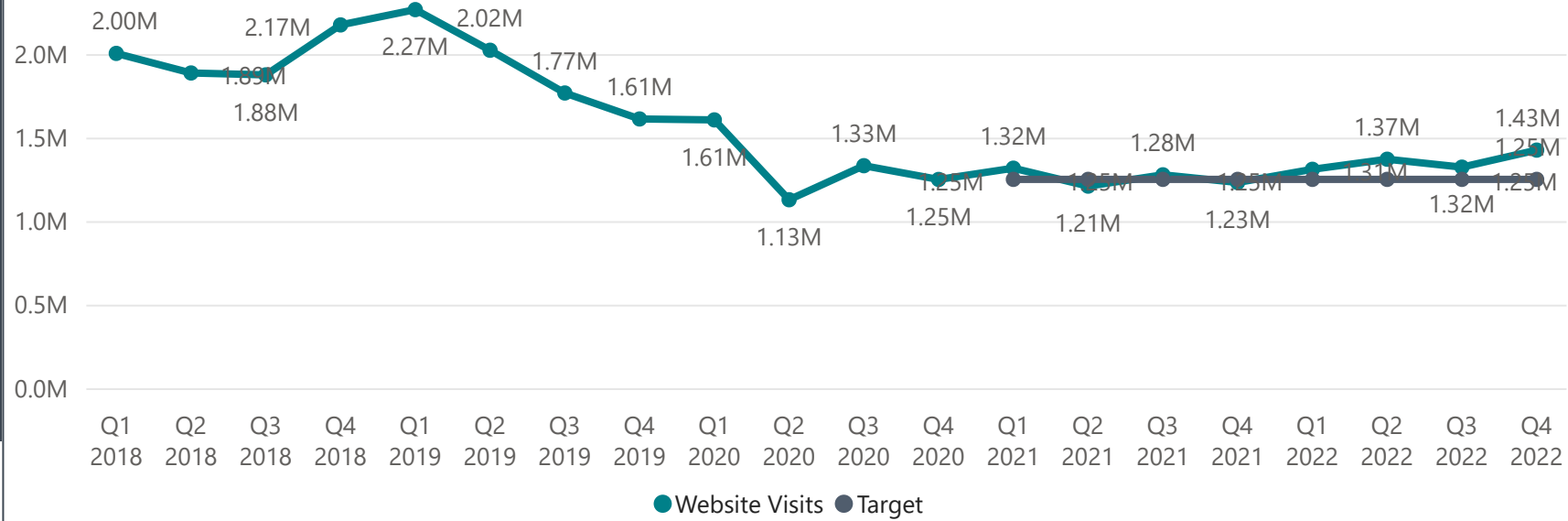
Quarter	Act vs. Tar
Q4 2022	114.0%
Q3 2022	105.8%
Q2 2022	109.6%
Q1 2022	104.8%
Q4 2021	98.5%
Q3 2021	102.2%
Q2 2021	96.8%
Q1 2021	105.4%

The number of visits to the Library website.

Regular contact with members is important to maintaining full awareness of evolving services and products, which is a driver of success in achieving the aims of the Strategic Plan.

Mitigation Actions
Implemented new, more attractive, and usable website.
Content is kept current, updated, and relevant.
New services and collections are prominently featured on the website.
E-resources made easier to access, especially for students.

Commentary
Q4 2022 Total Website Visits - 1,425,139

Website visits in Q4 2022 are the highest they've been since Q1 2020. Program registration is typically a strong driver of website traffic, and the full resumption of in-person programming has been attributed to this growth.

This measure traditionally compared year-over-year percentage increases and decreases to website visits. As the pandemic has greatly impacted usage patterns, percentage comparisons are insufficient to indicate progress. This KPI was changed in 2021, now presenting a sum of all visits, rather than percentage growth.

Operations - Library Space per Capita

The total cumulative square feet of library space, including administration and shared space for all operating libraries, divided by population of the service area
Reported annually in Q4- Updated December 2022

0.42
Target: 0.50 (-16%)

Low	Medium	High
>0.5	0.4-0.5	<0.4
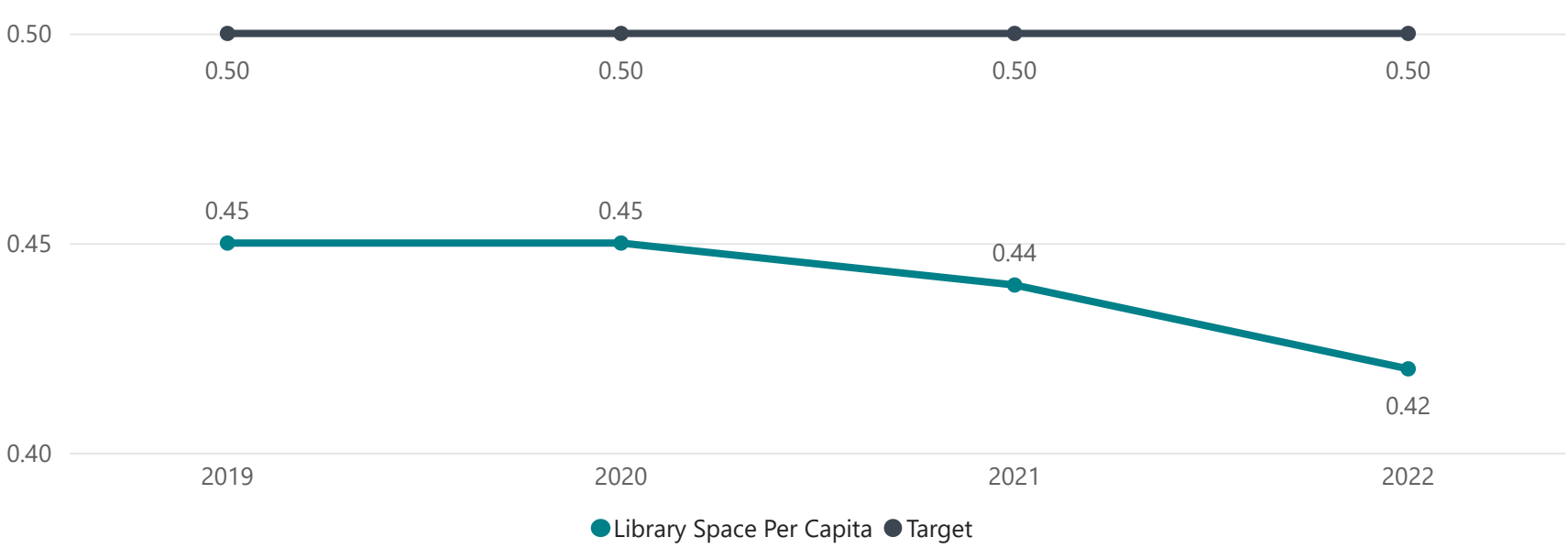
Quarter	Act vs Tar
Q4 2022	84.0%
Q4 2021	88.0%
Q4 2020	90.0%
Q4 2019	90.0%

Chart data:
- Target: 2019: 0.50, 2020: 0.50, 2021: 0.50, 2022: 0.50
- Library Space Per Capita: 2019: 0.45, 2020: 0.45, 2021: 0.44, 2022: 0.42

Legend: ● Library Space Per Capita ● Target

Total cumulative square feet of library space, including administration and shared space for all operating libraries, divided by population of the service area.

Maintaining sufficient Library space allows members to gather, engage with the library, and receive services, which are drivers of success in achieving the aims of the Strategic Plan.

Mitigation Actions
The Library has continued to open new facilities and add more space including:
2017 – Sage Hill Starter Library
2018 – Rocky Ridge Library
2018 – Operations Centre
2018 – Central Library
2019 – Seton Library
Future Locations – Walden and Belmont Libraries (10,000 Sq. Ft.) by Q4 2026

Commentary
2022 total Library space - 577,163 Sq. ft.
2022 Civic Population - 1,343,500

Square feet per capita shifts with both library space and population. The value decreased slightly in 2022 due to an increase in population.

Calgary Public Library's square feet per capita is lower than the national median of 0.55 square feet per capita (MBNCanada, 2021).

Operations - Staff Turnover

The percentage of staff resignations and terminations relative to active employees
Reported Quarterly - Updated June 2022

3.0%
Target: 3.0% (+0%)

Low	Medium	High
<3%	3-5%	>5%

Chart: Staff Turnover vs Target

- Q1 2019: 2.53% (Target 3.00%)
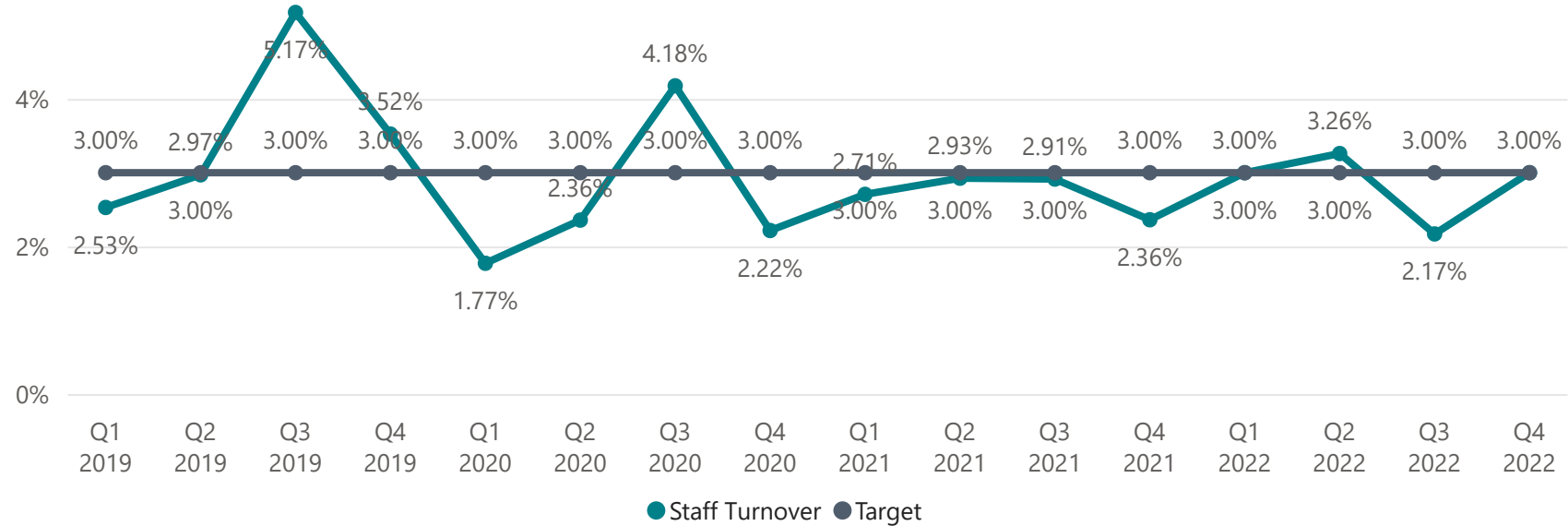- Q2 2019: 2.97% / 3.00%
- Q3 2019: 5.17% (Target 3.00%)
- Q4 2019: 3.52% / 3.00%
- Q1 2020: 1.77% (Target 3.00%)
- Q2 2020: 2.36% / 3.00%
- Q3 2020: 4.18% (Target 3.00%)
- Q4 2020: 2.22% / 3.00%
- Q1 2021: 2.71% / 3.00%
- Q2 2021: 2.93% / 3.00%
- Q3 2021: 2.91% / 3.00%
- Q4 2021: 2.36% / 3.00%
- Q1 2022: 3.00% / 3.00%
- Q2 2022: 3.26% / 3.00%
- Q3 2022: 2.17% / 3.00%
- Q4 2022: 3.00% / 3.00%

● Staff Turnover ● Target

Quarter	Act vs. Tar (Decrease is Good)
Q4 2022	100.0%
Q3 2022	72.3%
Q2 2022	108.7%
Q1 2022	100.0%
Q4 2021	78.7%
Q3 2021	97.1%
Q2 2021	97.5%
Q1 2021	90.2%
Q4 2020	73.9%
Q3 2020	139.3%

The percentage of staff turnover relative to active employees.

Staff turnover is reflective of loyalty and engagement. A highly engaged staff is correlated with better customer service and better organizational outcomes, and is a driver of success in achieving the aims of the Strategic Plan.

Mitigation Actions
Communication with staff is multi-channel; written, on-line, and face-to-face.
Regular on-line town halls are supported by all members of the leadership team.
Staff recognition program features immediate appreciation and on-line, peer-to-peer recognition.
Annual recognition awards are peer-nominated.
Academic financial support available.

Commentary
Q4 2022 Active Staff (end of quarter) - 771
Q4 2022 End of Employment (throughout quarter) - 21
Q4 2022 New Staff Hired - 25
Q4 2022 Staff Turnover - 3.0%

Staff turnover is a new measure introduced for 2022. It replaces the Staff Engagement measure, which has been challenging to capture since the onset of the pandemic. It seeks to represent staff dedication to the organization, as both an institution and a favorable place to work.

Given the variety of roles and work types within the Public Sector, average turnover rates are difficult to calculate. In a 2018 study of their members, LinkedIn estimated an average annual turnover rate of 15% for government, education, and non-profit work places.
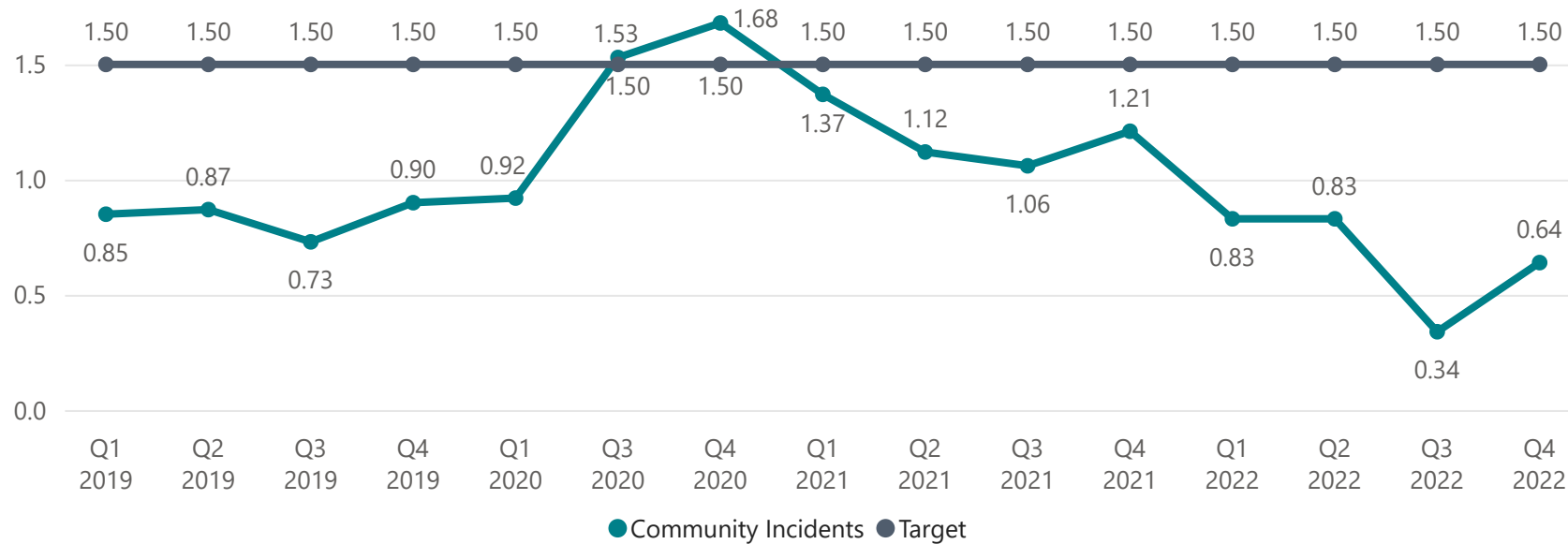
Security - Community Library Incidents

The number of community library security incidents per 10,000 visits
Reported quarterly - Updated December 2022

0.64
Target: 1.50 (+57.33%)

Low	Medium	High
<1.5	1.5-3.0	>3.0

Chart — Community Incidents vs Target:

Quarter	Community Incidents	Target
Q1 2019	0.85	1.50
Q2 2019	0.87	1.50
Q3 2019	0.73	1.50
Q4 2019	0.90	1.50
Q1 2020	0.92	1.50
Q3 2020	1.53	1.50
Q4 2020	1.68	1.50
Q1 2021	1.37	1.50
Q2 2021	1.12	1.50
Q3 2021	1.06	1.50
Q4 2021	1.21	1.50
Q1 2022	0.83	1.50
Q2 2022	0.83	1.50
Q3 2022	0.34	1.50
Q4 2022	0.64	1.50

Quarter	Act vs. Tar (Decrease is Good)
Q4 2022	42.7%
Q3 2022	22.7%
Q2 2022	55.3%
Q1 2022	55.3%
Q4 2021	80.7%
Q3 2021	70.7%
Q2 2021	74.7%
Q1 2021	91.3%
Q4 2020	112.0%
Q3 2020	102.0%

Ensuring that library facilities are perceived as safe and welcoming spaces is a necessary condition to support achievement of the aims of the Strategic Plan.

Mitigation Actions
Ongoing staff training on safety and security.
Security Advisor from City of Calgary seconded to the Library.
Enhanced relationship with Calgary Police Service and community partners.
Enhanced staff training and experience provided through security contractor.
Environmental design used to deter negative behaviours.
Working collaboratively with our Employee and Family Assistance provider Lifeworks to provide staff with techniques to deescalate and cope with challenging situations.

Commentary
Q4 2022 Community Library Incidents per 10,000 visits - 0.64

A statistically significant proportion of reported incidents this quarter can be attributed to increasing challenges staff are facing with teens in a number of community libraries. Incidents range from insubordination to verbal abuse of staff and are occurring in levels we have not seen before. There have been a number of physical altercations between teens where security and CPS have been called.

Several steps have been taken to mitigate these incidents, including revisions to furniture layouts (reducing the ability for teen groups to congregate) as well as the installation of a uniformed security guard at Forest Lawn Library. Though these changes are recent, there has already been a significant reduction in incidents.

As incident rates are calculated based on visits, this measure is negatively impacted by the continued reduction in building visits.

Security - Central Library Incidents

The number of Central Library security incidents per 10,000 visits
Reported quarterly - Updated December 2022

3.17

Target: 4.50 (+29.56%)

Low	Medium	High
<4.5	4.5-8.0	>8.0

Chart data — Central Incidents: Q1 2019: 1.50, Q2 2019: 3.58, Q3 2019: 2.99, Q4 2019: 4.48, Q1 2020: 4.35, Q3 2020: 10.76, Q4 2020: 9.28, Q1 2021: 10.86, Q2 2021: 10.77, Q3 2021: 6.43, Q4 2021: 10.06, Q1 2022: 11.27, Q2 2022: 3.81, Q3 2022: 2.73, Q4 2022: 3.17

Target: 2.79, 1.50, 1.50, 1.50, 1.50, 1.50, 1.50, 4.50, 4.50, 4.50, 4.50, 4.50, 4.50, 4.50, 4.50

Quarter	Act vs. Tar (Decrease is Good)
Q4 2022	70.4%
Q3 2022	60.7%
Q2 2022	84.7%
Q1 2022	250.4%
Q4 2021	223.6%
Q3 2021	142.9%
Q2 2021	239.3%
Q1 2021	241.3%
Q4 2020	618.7%

Ensuring that library facilities are perceived as safe and welcoming spaces is a necessary condition to support achievement of the aims of the Strategic Plan.

Mitigation Actions

Ongoing staff training on safety and security. Security Advisor from City of Calgary seconded to the Library. Enhanced relationship with Calgary Police Service and community partners. Enhanced staff training and experience provided through security contractor. Increased security staffing as needed. Environmental design used to deter negative behaviours. Working collaboratively with our Employee and Family Assistance provider Lifeworks to provide staff with techniques to deescalate and cope with challenging situations. Continuing work with BOMA Public Safety Committee to exchange information on challenges with the downtown core, vulnerable persons and undesirable behaviours.

Participation in the 9 Block Coordinated Safety and Security Pilot, a collaborative project spearheaded by the Mayor's Office working to address safety and security concerns around the Calgary Municipal Building. The 9 Block project has also hired ambassadors to create a more positive environment in the area around the Central Library.

Security staff have begun taking Library offered Canadian Centre for Diversity and Inclusion (CCDI) courses on Diversity & Inclusion and Unconscious Bias.

Commentary

Q4 2022 Central Library incidents per 10,000 visits - 3.17
Excluding incidents occurring on the exterior of library - 2.51

The low levels of Central Library incidents beginning in Q2 of this year has continued during this period. Cold weather throughout December likely attributed to the slight increase in incidents over last quarter, with drug and alcohol incidents increasing as patrons sought the warmth of the Library interior. The freezing temperatures may also have contributed to the higher than usual number of medical related calls.

There also appears to be an increase in social disorder in the area of Central Library and for other nearby stakeholders. Both the City Hall Municipal Building as well as the CMLC-East Village are reporting higher rates of crime and disorder. We will continue to work with other partners to find solutions to some of these challenges throughout 2023.

**Report to the
Calgary Public Library Board
Audit and Finance Committee
January 17, 2023
2023 Budget Presentation**

I.   PURPOSE

This report to the Calgary Public Library Audit and Finance Committee is to review the recommended operating budget, the lifecycle workplan, the operating reserve for 2023 and to confirm the level of credit facility.

II.   BACKGROUND

City Council approved the City of Calgary's 2023 – 2026 Service Plans & Budgets on November 21, 2022. As a key partner in the delivery of library services, the operating and lifecycle funding for the Calgary Public Library (the Library) were included in the package.

III.   BUDGET IMPLICATIONS FOR THE LIBRARY'S STRATEGIC PLAN AND RISK ASSESSMENT

Service increases and operating impact of new libraries

As part of the 2023 – 2026 budget submission to the City, the Library presented a business case requesting increases to the base budget to cover additional staffing and operating costs for newly added outreach programs. The Council approved a one-time budgetary increase of $1.01M for 2023; $0.88M for 2024 and $1.09M for 2025.   In preparation for the openings of new libraries in 2027, the Council approved a permanent increase of $3M to the operating budget starting in 2026.

Inflation and salary increments

The City has also approved a cumulative 5% salary incremental adjustment effective January 1, 2021 (1.5% in 2021, 1.5% in 2022 and 2.0% in 2023). To reflect the increment, Attachment 1 includes the salary settlement adjustment of $1.7M to the Library's base operating budget. The City also approved a cumulative non-salary inflationary increase at 3.4% annually over the next four years.

Other funding changes are incorporated into the budget as presented

The provincial library funding remains consistent with 2022, though the per capita amount continues to reflect 2016 population figures. The Province's future funding has not yet been confirmed. Any budget impacts will be reflected in the forecast as the provincial budget is announced in the near future.

The Calgary Public Library Foundation (the Foundation) grant is based on a listing of donor funds that it will grant to the Library in 2023.

Risk is present in all budget documents due to the many estimates present in budget preparation, including any unforeseen events. The Library's management continuously assesses the risks and addresses impacts through commitments and contracts and updates any changes in the forecast amount throughout the year.

IV.   CREDIT FACILITY

The Library has a $4.5M unsecured revolving demand facility provided by the Royal Bank of Canada as initially approved by the Board in May 2019 and reviewed annually. The purpose of the credit facility is to ensure cash flow timing does not affect normal Library operations. The Board directed the Audit and Finance Committee to annually review the level of the revolving demand facility for appropriateness.

V. CONCLUSION

The Library is presenting reports setting out the 2023 operating budget and lifecycle workplan that address strategies identified in the Strategic Plan for 2023 – 2026 which supports The City's Vision and Purpose of "One Calgary".

VI. RECOMMENDATION

That the Audit and Finance Committee recommend that the Calgary Public Library Board approve:

    a. The 2023 Operating Budget and Lifecycle Plan as presented in Attachment 1 and 2
    b. That the current $4.5M revolving demand facility remains the same

That the Audit and Finance Committee recommend that the Calgary Public Library Board receive for information:

    a. The 2023 Operating Reserve

Prepared by

Chae Jun CPA, CGA, MBA
Controller

ATTACHMENTS

    1. 2023 Operating Budget
    2. 2023 Lifecycle Work Plan
    3. 2023 Operating Reserve

('000)

	2022 Budget	2022 Projected Actual	2023 Budget	Note
REVENUES				
City of Calgary	53,878	55,197	57,376	1
City of Calgary insurance proceeds	-	40	-	
Province of Alberta	6,865	6,888	6,865	
Rent	209	156	156	
Investment and other revenue	733	1,327	918	
Grants and sponsorships	2,728	2,310	2,408	
Total revenues	64,412	65,918	67,723	
EXPENSES				
Salaries and employee benefits	40,342	40,398	43,405	
Collections	6,683	7,280	6,389	2
General operating	10,347	9,588	10,580	
Building and equipment	5,755	5,414	6,098	
Occupancy Costs	1,789	1,766	1,813	
Amortization	6,135	6,033	5,956	
Total expenses	71,050	70,480	74,240	
DEFICIENCY OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(6,638)	(4,562)	(6,517)	
Transfer between lifecycle and operating	1,289	504	1,601	
Transfer from prior years surplus	1,055	1,055	647	3
Unrestricted reserve from prior years	3,001	2,763	3,326	
Operating reserve	3,000	3,000	3,000	
Transfer to asset management lifecycle	(225)	(225)	(225)	
Transfer to TCA books	(1,616)	(1,596)	(1,462)	2
Add back amortization	6,135	6,033	5,956	
EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	6,001	6,973	6,326	
Less from unrestricted reserve from prior years	(3,001)	(2,763)	(3,326)	
Less operating reserve	(3,000)	(3,000)	(3,000)	
EXCESS BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	0	1,210	0	
Government transfers for capital	4,293	3,859	4,958	4
Amortization	(6,135)	(6,033)	(5,956)	
Transfer to TCA books	1,616	1,596	1,462	1
Add back transfer to asset management lifecycle	225	225	225	
Less transfer between lifecycle and operating	(1,289)	(504)	(1,601)	
Less transfer from prior surplus	(1,055)	(1,055)	(647)	
Write off of tangible capital assets		(175)		
CHANGE IN ACCUMULATED SURPLUS	(2,345)	(877)	(1,559)	
ACCUMULATED SURPLUS, beginning of year	52,110	51,864	50,987	
ACCUMULATED SURPLUS, end of year	49,765	50,987	49,428	

Notes

1 City levy includes $1.01M 2023 one-time service increase, $0.82M inflationary increase, and $1.66M CUPE increase.

2 $1.46M of TCA books was included for Excess Before Amortization and Government Transfers for Capital. Total Collections spending is $7.85M.

3 $0.65M transfer from 2022 surplus.

4 Prior year: $1.33M; Current year: $3.63M.

Funding Source	Year 2023 ('000)
Carry Forward Funds	
Library fund opening balance	2,090
City Lifecycle	1,325
Asset Management	900
Foundation Grant	262
Sub Total	4,577
Current Year Funds	
Asset Mgmt. from Library operating budget	225
City Lifecycle	3,633
Sub Total	3,858
Total Funding Available	**8,435**

Spending Profile	
Projects	
Building	5,488
Information Technology	500
Collections	500
Total Spending Profile	**6,488**
Asset Management	1,125
Net Funds Available	**822**

Operating Reserve Fund	Projects	Description	2022 Carry Forward	2023 Planned	2023 Forecast	2023 Total (YE)
As at January 1						
Funding Source			('000)			
		Carry Forward Funds	3,000	0	0	3,000
		Current Year Funds	0	0	0	0
Total Funds Available			3,000	0	0	3,000
Spending Profile						
	Carry Forward Projects	2022 Carry Forward Projects	0	0	0	0
	New Projects	2023 Projects	0	0	0	0
Total Spending Profile			0	0	0	0
Total Funds Available			3,000	0	0	3,000

Calgary Public Library Foundation Update

January 2023

- In 2022, the Library Foundation **raised more than $4,000,000** in support of the Library.
- A group of generous supporters provided $109,000 in matching gift funds for the 2022 holiday season. **All gifts were doubled** between November 15 and December 31. This support enabled us to raise an additional $276,636 and inspired 1,751 donors to create impact at the Library in the last weeks of the year. On New Year's Eve, a donor provided additional funds to triple donations made that day.
- On **Giving Tuesday** – November 29 – we hosted a Fundraising Breakfast at Central Library. 76 guests attended, surpassing our attendance goal for the event. Safeway, LUKES', and Yann Haute Patisserie provided in-kind food and beverage donations for our guests to enjoy as they witnessed an powerful program with speeches from Sarah Meilleur, Foundation Board Member Naim Ali, and patrons whose lives have been impacted by the Library's services and programs.
  - Our Fundraising Breakfast included an ask for support from Foundation CEO, Tracy Johnson. 76 attendees raised more than $90,000 (including multi-year pledges) before matching funds.
- The 2022 **Charitable Gift Guide** was also launched on Giving Tuesday, allowing donors to select their preferred impact area when making their donation. The most popular areas of support were highest priority needs, collections, and My First Bookshelf.
- **Pop-up stores** were set up at Central Library during the Library's Winter Wonderland programming. Library Store experienced a successful holiday shopping period, filling more than 230 orders online in December.
- **Mid and Major Gifts Updates:**
  - $198,400 in support of Job Desk
  - $100,000 in support of Period Poverty
  - $ 98,918.97 designation to be determined
  - $ 48,883 supporting Essentials Fund
  - $25,029 in support of Bill Ptacek Innovation Fund
  - $25,000 in support of Newcomers Program
  - $25,000 in support of Story Truck
  - $15,000 in support of Essentials Fund
  - $10,000 in support of My First Bookshelf
  - $10,000 in support of Essentials Fund
  - $3,200 in support of STEM programming

Upcoming

- Our next **Direct Mail** lands in inboxes on February 8 and focuses on literacy.
- **May 28** - Join us at the 2023 Servus Calgary Marathon. You can walk/run in support of the Calgary Public Library. Use our referral link to register and the Library Foundation will receive a portion of your registration fee: https://raceroster.com/63285?aff=QLSDD
- **October 23, 2023** - We're hosting the Lit Gala - a once-in-a-lifetime event - again

"*Thank you Calgary Public Library, can't count the hundreds of books I've borrowed and the happy hours I've spent at the library over many years. It was and is still my favorite place to go.*"
- Ruth, Library Donor

Calgary Public Library Board
Annual Workplan

Reports for Information (I) and Approval (A) Or No Motion Required (X)	Annual Meeting Cycle												
	Jan	Feb	Mar	Apr	May	Jun	Jul*	Aug	Sep	Oct	Org	Nov	Dec
Executive Leadership Team													
1. CEO Report	I		I		I	I			I			I	
General Board Governance													
2. Chair and Vice-Chair Appointments											X		
3. Standing Committee Appointments											X		
4. Standing Committee Chair Appointments											X		
5. ALTA Representative Appointment (optional)											X		
6. Delegate Selection for Calgary Public Library Foundation Board											X		
Governance Committee													
7. Meeting Report(s)	I		I		I	I			I			I	
8. Organizational Meeting Review and Recommendations	I												
9. Board Self Evaluation Results Review and Recommendations			I										
10. New Member Appointment Recommendations									A				
11. New Member Orientation									X				
12. Board Governance Bylaw Review (revisions require Board approval)									I				
13. Board Policy Review (revisions require Board approval)									I				
14. CEO Performance Review									I				
Strategy and Community Committee													
15. Meeting Report(s)	I		I		I	I			I			I	
16. Community Library Liaisons	A												
17. Board Retreat Recommendations	I												
18. Board Advocacy Recommendations													
19. Strategic Plan (2022, 2026, 2030)					A								
Audit and Finance Committee													
20. Meeting Report(s)	I		I		I				I			I	
21. Annual Budget	A												
22. Annual Financial Audit			A										
23. Revolving Credit Facility Confirmation	A												

Calgary Public Library Board
Annual Workplan

Reports for Information (I) and Approval (A) Or No Motion Required (X)	Annual Meeting Cycle												
	Jan	Feb	Mar	Apr	May	Jun	Jul*	Aug	Sep	Oct	Org	Nov	Dec
24. Operating Reserve Fund Review	I												
25. Quarterly and Annual Financial Review	I		I		I				I			I	
26. Quarterly and Annual Risk Review	I				I				I			I	
Calgary Public Library Foundation													
27. Report to the Board	I		I		I	I			I			I	