CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, September 27, 2023
Central Library Boardroom 0-11

CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 pm, Wednesday, September 27, 2023
Central Library Boardroom 0-11

| | | |
|---|---|---|
| **1.** | **Treaty 7 Land Acknowledgment**<br>*Haritha Devulapally, Board Member* | 4 |
| **2.** | **Chair's Welcoming Remarks** | |
| **3.** | **Review of Agenda** | |
| **4.** | **Consent Agenda** | |
| **5.** | **Business Arising** | |
| | A. Business Arising from the Minutes | |
| **6.** | **Chair's Report**<br>*Andrew Rodych, Board Chair* | *Verbal* |
| **7.** | **CEO's Report**<br>*Sarah Meilleur, CEO* | 6<br>*Information* |
| **8.** | **Governance Committee** | |
| | A. **MOTION** Report of the September 5, 2023 Meeting<br>*Andrew Rodych, Committee Chair* | 15<br>*Information* |
| | B. **MOTION** Intellectual Freedom Policy<br>*Andrew Rodych, Committee Chair* | 19<br>*Approval* |
| **9.** | **Strategy and Community Committee** | |
| | A. **MOTION** Report of the September 13, 2023 Meeting<br>*Al-Karim Khimji, Committee Chair* | 21<br>*Information* |
| | B. **MOTION** Board Advocacy Priorities<br>*Al-Karim Khimji, Committee Chair* | 25<br>*Approval* |
| **10.** | **Audit and Finance Committee** | |
| | A. **MOTION** Report of the July 18, 2023 Meeting<br>*Evan Legate, Committee Chair* | 26<br>*Information* |
| | B. **MOTION** Q2 2023 Risk Register Review<br>*Evan Legate, Committee Chair* | 31<br>*Information* |

C. **MOTION** Q2 2023 Controller's Report and Financial Review — 42
*Evan Legate, Committee Chair* — *Information*

**11. Calgary Public Library Foundation Update**

A. **MOTION** Calgary Public Library Foundation Update — 57
*Tracy Johnson, CEO Calgary Public Library Foundation* — *Verbal*

**12. Board Workplan Review** — 59
*Andrew Rodych, Board Chair* — *Discussion*

**13. Other Business**

**14. Board Recognition**

**15. In Camera**

**16. 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
# September 2023

Calgary Public Library had one of its busiest summers of all time, reaching 87% of pre-pandemic visitation levels for summer months with 1.73 million visits and with programming increasing 23% over 2022, returning to typical levels. New membership levels are a huge achievement in 2023, as we average 12,367 new member registrations each month, with our busiest month being August, with over 14,200 members registered.

Earlier this year, I started visiting community locations to take part in Family Storytime programs as my schedule permits. I have found this experience to be deeply rewarding and it allows me the opportunity to connect directly with staff and community members across all 21 locations.

Summer also marked three years since the Library removed late fees for items and became fine free. This significant system milestone came at a critical time to support community members during the pandemic and uphold our organizational commitment to accessibility and addressing barriers. The move instantly reinstated over 55,000 cards, over half of which were part of households with children under the age of 9 years. Within one month of going fine free, over 16,000 of those cards were active again. Today, there are now 30,000 fewer blocked cards compared to before Fine Free was instituted.

Since then, digital circulation has increased beyond any expectation and accounts for 32% of total circulation, proving that fine removal was also a smart business decision to remove a dwindling revenue stream as digital items are automatically returned. In 2022, items were auto-renewed 4.7 million times, which frees up staff time and provides convenient service. Three years of fine free has also increased the rates that books and other collections materials circulate throughout our community. Physical circulation has returned to pre-pandemic levels and renewals have increased by 48%. When fines were initially removed, there were questions on the impact of hold times and lost items. Lost item fines are actually 8% lower than before late fines were removed and no significant increase to wait times for holds has been observed.

As you may know, Engine 23 has been moved and is in place to make the Fish Creek Library an early learning destination. Calgary Public Library Foundation recently announced a new fundraising campaign that invites donors to inscribe their name or personal message on a “brick” with a donation in support of Engine 23 and children’s learning and literacy at the Library.

The Lit Gala is also returning to the Central Library on October 21. Tickets are now on sale at https://libraryfoundation.ca/lit-gala/

On August 4, Reading with Royalty returned to Seton Library. This was a meaningful event for staff and patrons as the program has not occurred at that location since the incident on February 25, 2023 that saw an upsetting disruption of the program. The return of the event was a success and demonstrated how much we and our partners have learned. It is unfortunate that new security protocols and measures are required in the delivery of a program for small children, but our commitment to the partnership with Calgary Pride and providing a safe and welcoming space for families and performers remain top priorities. I would like to thank our staff, Calgary Pride, and our exceptional Royal Readers for their ongoing work and continued support this year.

I also want to note that our community is currently engaging in important conversations on urgent issues, such as literacy and learning gaps for children, mental health and addiction, and affordable housing. As always, the Library is committed to providing spaces for these hard and pressing conversations to work towards shared understanding. Our staff see the impacts of these pressing issues each and every day and the Library supports our community partners who are asking hard questions to help build a stronger future for everyone.

**Government Relations**

In July, I sent a letter to Mayor Gondek and our partners at The City outlining some of my concerns related to security and safety issues outside of Central Library. We have observed an increase in social disorder and misuse of Library property over the summer. Our letter stressed the importance of collaborative action and open communication to align efforts and highlight the strain of increased security and staffing costs on our operating budget. As always, the Library remains committed to working with The City and other partners in addressing the urgent and troubling issues our community is currently facing. Since then we have had productive conversations with The City and partners around new strategies and required resources.

Following the provincial election, the Library provided letters of welcome to our provincial representatives. The response was positive and I was able to meet and provide tours for MLA Amanda Chapman of Calgary Beddington, MLA Samir Kayande of Calgary Elbow, MLA Court Ellingson of Calgary Foothills, and the Honourable Matt Jones, Minister of Jobs, Economy and Trade as well as the MLA for Calgary South East. There are more tours planned with other MLAs in the coming weeks. Thank you so much to staff in all locations for helping us showcase the Library during these visits.

On September 8, public organizations and community leaders committed to child literacy recognized International Literacy Day by participating in A Case for Action on Literacy in Alberta, a special event at Central Library to draw attention to the work of Left Unread campaign and growing literacy concerns in the province. The event was hosted by Calgary Public Library in partnership with Left Unread, an initiative of the 369 Leaders Table and Vibrant Communities Calgary. Following opening remarks from Myles McDougall, MLA for Calgary Fish Creek, and Mayor Gondek, CBC's Elise Stolte moderated a discussion on literacy issues in the community with panelists: Principal Bella Eagletail, Chiila Elementary School, Tsuut'ina Department of Education; Sarah Meilleur, CEO, Calgary Public Library; and Joanne Pitman, Superintendent of School Improvement, Calgary Board of Education.

**System Developments**

The Fish Creek renovation, one of the Library's largest and most ambitious lifecycle renovation projects to-date, began in July. More than 40,000 square feet of public library space will receive updates in furniture, lighting, carpet, accessible features and more. The extensive work will wrap up later this year and ensure the location is ready to welcome visitors eager to explore the new Engine 23 installation and revitalized 12,000 square foot Children's Library. Plans for an opening date and celebration are pending. The location remains open during the renovation and despite the disruptions, August visits to Fish Creek were higher in 2023 than in 2022.

While locations require facility maintenance and lifecycle updates, the same applies to our technology infrastructure. Recent updates have focused on ensuring systems are secure and current with evolving best practices, including the introduction of Clearpass, an advanced authentication system for wireless devices, and a fine-tuning of the Library's network defense capabilities. These proactive measures highlight the team's dedication to maintaining a robust and secure technological ecosystem for the Library.

A crucial milestone was reached with the renewal of our datacenter server infrastructure, increasing our resource efficiency and scalability. We continue to be vigilant in the area of cybersecurity and are incorporating new tools and services like FortiNDR, FortiEDR and Cyrebro. This foundational work ensures that the Library remains at the forefront of technology excellence and can embrace digital innovation in multiple areas.

On September 10, over 600 Library staff members and their families gathered at the Calgary Zoo for Kudos at the Zoo, an annual staff celebration event. Staff recognition and connection are important as we continue to nurture a sense of belonging across our system and as we prepare to add four more locations in the coming years.

The Library was excited to be accepted as part of Calgary Pride Parade on September 3 and we had over 50 staff and volunteers walk with us. To commemorate Calgary Pride Festival, the Library also created special shirts in partnership with Calgary Pride for all staff.

At the beginning of August, nine Indigenous staff members were invited to participate in a sage harvesting program with Knowledge Keeper Autumn Eaglespeaker. Staff learned how to properly harvest sage, the different types of sage in the area and how to smudge. The event also contributed to creating connections and community amongst Indigenous staff throughout the Library.

The Program and Volunteer Planning team has been working hard to ensure our volunteer resources can support the increased levels of programming and events. As of August, the team has onboarded 801 new volunteers (631 youth, 170 adult), with an average of 24 adults and 90 youth volunteers each month. We currently have 2,212 active Library volunteers who have contributed 26,452 volunteer hours across the system in 2023. This is a large increase over the same period last year, where we had 12,030 volunteer hours. We have already surpassed our total volunteer hours for 2022 (24,270) by 9%.

To recognize the many contributions of our volunteers, the Library held its first Volunteer Recognition Event since 2018 on August 27 at Central Library. 240 volunteers attended, with 62% being youth volunteers, showing the need for more youth opportunities in our city.

In June, artist Nathan Patrick Meguinis (Traveling Rock, Buffalo Boy, KindHearted Man) completed his Indigenous Placemaking mural at Village Square Library. Nathan comes from the Tsuut'ina Nation and his piece "Treaty 7 Art Mural" represents balance, mentorship, learning, and staying connected to Treaty 7 lands we share and protect.

Morgan Possberg is an Indigenous (Cree, Métis, Settler) and Two-Spirit artist who is creating a piece celebrating the Indigenous prairie plant life of Treaty 7 in collaboration with local beaders that will be installed at Judith Umbach Library. This installation is on track to be completed later this year.

Placemaking is also planned for Fish Creek Library and will be announced after renovations are complete.

Summer was a time of events and activation, and readers also continue to use our services in record numbers. Physical circulation was over 1,000,000 circulations in both July and August, with picture books continuing to be the highest circulating format with over 1 million in circulation year to date.

**Operational Highlights**

The Ultimate Summer Challenge had another great year, with 16,855 registered participants of all ages. The program was simplified and streamlined this year to make it easier for staff and patrons. The program was held for only two months rather than three as it had been in prior years, yet registration was over 90% of 2022 numbers and the exclusive use of the Beanstack platform will provide staff with better data to plan for 2024. Collectively, participants read for over 180,000 days.

Challenge winners have been contacted and busy readers have picked up prizes across the city. The Library awarded 60 prizes this year to readers of all ages.

*Challenge participants at Central Library*

*Kids at Sage Hill learning origami*

*Declan with his iPad prize at Shawnessy*

Staff shared in the excitement around the Challenge this year and reported many impactful member moments. At Nose Hill, staff shared an interaction that reflects the power of summer reading for families:

> A young boy and his mother came into the Library to get stickers and a badge for the Ultimate Summer Challenge. When the boy left to tape his badge to the window, the mother told the staff member how much the Challenge meant. She said, "you don't understand, he hated

reading, and this has been so motivating for him, you don't know how much this means to me." She had tears in her eyes as she was talking about it.

The Library completed 354 outreach visits over the summer, which is 15% higher than 2022, and staff interacted with over 17,591 people. Our public service vehicles were busy throughout the summer, with the Book Truck fleet completing 86 visits to summer camps, Calgary housing complexes, community events, and more, while our popular Story Trucks completed 67 visits to dayhomes.

Before summer, the Library connected with Hull Services at West Dover PATCH to reestablish outreach programming for low-income families. By the end of August, staff had connected with 136 children from this neighbourhood. PATCH is a neighbourhood Hub located in three Calgary Housing Company (CHC) complexes. Due to its success, the partnership will continue until year-end.

Seton staff have developed a great relationship with Norris House over the summer. Norris House is an affordable housing complex with programming and support provided by the non-profit community organization Closer to Home, in partnership with Homespace and Brookfield Residential. We are pleased to have arranged monthly visits to their common space, delivering book deposits and storytimes as well as registering members and promoting various library services.

Understanding and testing new outreach opportunities is a big component of the City as Library projects. To help build excitement for the opening of new locations in the communities of Skyview Ranch (SW) and Walden (NE), the Library is piloting various outdoor activations in the surrounding areas in partnership with The City:

**Walden Micro Library:** Located in the field adjacent to where the new permanent Walden Library will be built, the Micro Library is a greenhouse converted to a cozy Library space with a small collection of items to be used on an honour system.

**Community Story Hunt:** The Community Story Hunt features two stories by local Calgary author-illustrators and two stories from the Library's Treaty 7 collection of kids books. The stories are set up in four park spaces in each community to encourage residents to explore their neighbourhood through literacy.

**This ____ is the Library:** Small signs have been attached to benches or playgrounds with a QR code to connect people directly with digital Library content that is accessible even without a membership.

The pilots have all been installed and are currently operating and gathering feedback from the public.

Central Library and community library locations embraced Stampede celebrations for the full ten days of fun with over 6,000 attendees at related programs. Central Library had live music daily with local musicians and special events throughout the week. Parade Day included performances and craft activities, and on July 8, the east side of 8 Avenue was closed for a full day of outdoor fun with a petting zoo, carnival games, performances, and food trucks.

The Library was invited to host Treaty 7 Storytimes at the Elbow River Camp for a third year. Treaty 7 authors Tim Fox and Crystal Manyfingers joined library staff for four storytime programs during Stampede. The Library was invited to use the Otter tipi for storytimes and the four programs drew 283 attendees. Indigenous Services staff were thrilled to learn that organizers considered our Family Storytime to be the gem of Elbow River Camp!

*Crystal Manyfingers with Library staff at the Otter tipi*

*Tim Fox reading alongside Indigenous Services Design Lead Kelli Morning Bull*

While the summer was in full swing, the Library was already in back to school mode.

The Library expanded its Welcome to Kindergarten initiative this year through piloting Kindergarten Family Events at five locations (Bowness, Crowfoot, Louise Riley, Village Square and Quarry Park). Children who are entering kindergarten were invited with their families to attend a special event that consisted of a storytime, crafts, snacks and a selfie-studio. Over 275 children and caregivers attended and provided positive feedback. This program complements the Library's popular Kindergarten Book Bags, an annual giveaway to help prepare youngsters for school. This year, over 1,500 bags have already been given out to children entering Kindergarten.

*Welcome to Kindergarten Family Party attendees at Crowfoot*

*Seton Library mural by students from Joann Cardinal Schubert School*

In June, staff celebrated the completion of the mural created by students from Joann Cardinal Schubert School (JCS) for the Young Adult area at Seton. The celebration was attended by the artists' families and friends, as well as the JCS art teacher and vice principal. The students, ranging from grade 10-12, co-created the concept following an exploration of the Library. This project demonstrates our commitment to providing meaningful spaces for teens.

The Library's Teen Think Tank, a group of youth volunteers who provide ongoing feedback and ideas on a range of topics, helped us out this summer with a series of four focus groups. They met with back-of-house departments to help them understand teen needs and behaviours. Each group was slightly different, but all featured great discussions, insightful questions from the teens, and some helpful takeaways for Library staff. The teens who attended were thoughtful and articulate, and definitely not shy about sharing their opinions!

While Library programming over the summer embraced the outdoors, there was still plenty of online programming available for all ages and interests to support accessibility and combat the summer learning slide. The Library offered 47 programs over the summer, with a total attendance of 1,505. Online programs for children ages 6 – 12 remained popular throughout the summer, with nearly 500 kids attending 17 programs. Popular topics are creative arts and STEM learning, with programs like Creative Explorers and STEM Explorers remaining top performers. For instance, our highest attended children's program of the summer was Creative Explorers: DRAW! Find Your Inner Artist with 62 attendees for just one class, while STEM Explorers standouts included Observing the Night Sky in partnership with the Royal Astronomical Society of Canada with 32 attendees and Deep Sea Creatures led by Ocean Wise with 27 attendees.

*What is a powwow trail? Are non-Indigenous people allowed to attend powwows? What do I need to know before attending?* These are some of the questions that our new Powwow Trail 101 program sought to answer.

Everyone is welcome to attend a Nation's powwow. The Powwow Trail 101 program was designed to educate and share cultural norms and practices of the powwows in Treaty 7, including what to expect when you attend a powwow. Southwood, Signal Hill, Giuffre Family, Forest Lawn, and Crowfoot

libraries each hosted a powwow demonstration that represented one of the nations of Treaty 7. Over 400 patrons attended the program.

*Dancing at Powwow Trail 101*

*Dr. Elder Miiksika'am Clarence Wolfleg and Pookaipiyakii Sarah Meilleur with the Witness Blanket*

In August, Central Library was honoured to host the travelling Witness Blanket installation. The Witness Blanket had its opening ceremonies on August 14 and will remain at Central until mid-October. The opening included remarks and a prayer from Dr. Elder Miiksika'am Clarence Wolfleg. There was also a short performance from a jingle dress dancer representing the healing journey of those affected by the Indian Residential School legacy. Dr Elder Miksiika'am also surprised the crowd by gifting Library CEO Sarah Meilleur with a Blackfoot name, Pookaipiyakii (boo-gay-ks-be-ya-gee), which translates to Children Dancing Woman.

Job Desk continues to perform well in 2023. August saw our busiest month yet with 201 patrons taking advantage of the service. We have now surpassed our 1,000-per-calendar-year target with 1,295 job seekers receiving Job Desk service from January to August 2023.

Instructions for the Library's public printing system, EveryonePrint, are now available in 14 languages, including Ukrainian. The languages were selected based on demographic information as well as feedback from community libraries about the needs in their locations. Free printing is a valuable and well-used service for Newcomers and these translations will help to make it more accessible for patrons and staff who are providing assistance.

In partnership with AHS Safeworks, the Library helped host a community event in Central Memorial Park on International Overdose Awareness Day (August 31), with nearly 500 attendees. While the community-focused event shone a light on what can be a difficult topic, it was also an opportunity to celebrate resiliency by incorporating fun elements that vulnerable folks may typically have reduced access to. Community partners provided resources, education, harm reduction services, free haircuts, and counselling. The Library outreach table was there to connect attendees with Library services.

**Impact Moments**

In Louise Riley's English Conversation Group, staff met two sisters who are newcomers to Canada from Ethiopia. One of the sisters said this class has really helped her sister to come out of her shell as she is so shy and very homesick. Through this program, she has made a new friend and her English has really improved. She said that this was her second time attending this program, and her sister's

first time, and already, she had made so much progress. "Programs like this have really helped us to get our new life in Canada started!”

A newcomer mother and daughter have been looking for work for three months. They came to Southwood to print a batch of resumes and staff member Kateryna was assisting with their printing, but also let them know about the Job Desk. She also suggested the daughter reach out to the Youth Employment Centre, where she received help with resume editing and job hunting. Within a week she had secured her first job in Canada. They were grateful for the useful information they received.

A staff member at Crowfoot made an impact by helping a woman who recently lost her husband use the Library computers to submit her taxes. The staff member used her skills to guide the patron to use our technology to submit her paperwork and print the forms she needed. The patron told staff that without their help and resources, she would never have been able to submit her taxes. She was frightened to come and ask for help and thankful that we were patient and understanding of her lack of computer skills. A heartfelt thank-you to all of our staff, who spend so much of their time supporting the community with technology.

**Unapproved Minutes**
**Governance Committee Meeting**
**Calgary Public Library Board**
**Online via Microsoft Teams**
**Tuesday, September 5, 2023**
**5:30 pm**

**In Attendance:**

| **Board** | **Administration** |
|---|---|
| Andrew Rodych (Chair) | Sarah Meilleur, *CEO* |
| Haritha Devulapally | Amanda Robertson, *Executive Assistant* |
| Crystal Manyfingers | Heather Robertson, *Director, Service Design and Innovation* |
| Sheeba Vijayan | |

**Regrets**
Al-Karim Khimji

## 1. Treaty 7 Opening

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

## 2. Review of Agenda

**MOVED** by Haritha Devulapally that the September 5, 2023 agenda be approved by the Governance Committee as presented.

Carried unanimously

## 3. Approval of Minutes

**MOVED** by Crystal Manyfingers that the minutes of the June 6, 2023 Governance Committee meeting be approved as presented.

Carried unanimously

## 4. Business Arising

None.

## 5. Board Recruitment

### A. Recruitment Committee Update

Haritha Devulapally provided an update on the ad hoc Recruitment Committee's progress and next steps in the 2023 search. Devulapally advised that interviews will take place on September 14 and 15, then a draft version of the final application will be sent to the City of Calgary on September 18. The Calgary Public Library Board will consider and make final revisions or approve the existing list of recommended appointees at the next Regular Meeting on September 27, 2023, then the approved version will be confirmed with the City of Calgary.

During the course of the 2023 recruitment campaign, the Governance Committee expressed interest in developing specific guidelines to support the Board in actioning section 5.3 of the Governance Bylaw that enables the Board to engage members of the public in providing volunteer support for committee work. The Committee directed Administration to add this discussion to their workplan for a conclusion by April 2024 to allow time for those considerations in advance of the next recruitment campaign.

| Task | Responsible | Deadline |
|---|---|---|
| Add development of guidelines for volunteer contributor roles to the 2024 workplan | Administration | January 2024 |

**MOVED** by Crystal Manyfingers that the Recruitment Committee Update be received by the Governance Committee for information as presented.

Carried unanimously

*Sheeba Vijayan left the meeting at 5:42 pm.*

### B. Skills Matrix Template Review

Having reviewed the Skills Matrix Template that was used for the 2023 recruitment campaign, the Committee agreed that no changes are necessary at this time. The Committee directed Administration to circulate the template to the Board in Q1 2024 to complete in advance of the 2024 recruitment campaign.

| Task | Responsible | Deadline |
|---|---|---|
| Circulate the Skills Matrix to all Board members. | Administration | Q1 2024 |

## 6. Board Self-Evaluation

### A. New Survey Question Review

Andrew Rodych proposed a new question regarding the Board's understanding and commitment to its responsibilities for Truth and Reconciliation. The Committee requested that it be split into two questions for more specific feedback:

1. *Board members understand and recognize the belonging of all Treaty 7 people and Indigenous Calgarians and their shared history in the work and responsibilities of the Calgary Public Library Board.*

2. *Board members, individually and as a group, advocate and take action towards the belonging of all Treaty 7 people and Indigenous Calgarians and their shared history in the work and responsibilities of the Calgary Public Library Board.*

The Committee directed Administration to include these, and the four new questions approved at the June 6, 2023 meeting, in the survey before circulating it to all Board members.

| Task | Responsible | Deadline |
|---|---|---|
| Add new questions and circulate the Board Self-Evaluation Questionnaire to all Board members | Administration | October 2023 |

**MOVED** by Haritha Devulapally that the two new questions proposed at the September 5, 2023 meeting of the Governance Committee be approved as amended for use in the 2023 Board Self Evaluation Survey.

Carried unanimously

## 7. Bylaws, Policies and Processes

### A. Intellectual Freedom Policy Draft

Heather Robertson presented a proposed Intellectual Freedom Policy draft policy for the Committee's review. The draft, having already been reviewed by legal counsel, was accepted by the Committee for referral to the Board.

**MOVED** by Crystal Manyfingers that the Intellectual Freedom Policy be recommended by the Governance Committee to the Calgary Public Library Board for approval.

Carried unanimously

## 8. Workplan Review

The Committee reviewed the workplan. In his role as Board Vice-Chair, Evan Legate will perform exit interviews for departing Board members this year as the member serving as Board Chair and Chair of Governance is concluding their term.

The Committee proposed no changes to the 2023 workplan.

## 9. Other Business

None.

## 10. In Camera

**MOVED** by Andrew Rodych that the Governance Committee move in camera at 6:35 pm.

Carried unanimously

*Sheeba Vijayan rejoined the meeting at 7:04 pm.*

**MOVED by Crystal Manyfingers that the Governance Committee rise and report.**

**Report:**

1. Information regarding the Chief Executive Officer Performance Review provided In Camera to the Governance Committee of the Calgary Public Library Board on September 5, 2023, remain confidential under the Freedom of Information and Protection of Privacy Act; and further that the matter be recommended to the Calgary Public Library Board for review and approval in camera at the next Regular Meeting on September 27, 2023.

   Carried unanimously

2. Information regarding the personnel matter provided In Camera to the Governance Committee of the Calgary Public Library Board on September 5, 2023, remain confidential under the Freedom of Information and Protection of Privacy Act; and further that the matter be recommended to the Calgary Public Library Board for review and approval in camera at the next Regular Meeting on September 27, 2023.

   Carried unanimously

## 11. Adjournment

**MOVED** by Haritha Devulapally that the meeting be adjourned at 7:15 pm.

Transcribed by Amanda Robertson

Andrew Rodych
Committee Chair

**Intellectual Freedom Policy**
**September 27, 2023**

## What is Intellectual Freedom

The origins of intellectual freedom are found in the Universal Declaration of Human Rights adopted by the United Nations in 1948 and defined as follows:

> Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive, and impart information and ideas through any media and regardless of frontiers.

Intellectual freedom is recognized as a fundamental freedom in the Canadian Charter of Rights and Freedoms and forms the basis of a democratic system. It advances knowledge, allows individuals to learn and grow, and supports open and informed discourse and decision making.

## The Role of The Library in Intellectual Freedom

Libraries have a core mandate and professional obligation to uphold the principles of intellectual freedom and freedom of expression. In Canada, libraries have a legal responsibility to uphold and protect the principles of intellectual freedom as outlined in Article 19 of the Universal Declaration of Human Rights and the Canadian Charter of Rights and Freedoms, as a legislated, publicly funded, government organization. In Alberta, this legislation is the Libraries Act and Regulations.

As democratic public organizations that are widely accessible and committed to equity, libraries play a vital role in making intellectual freedom a reality. This core value and fundamental principle is defended, promoted, and supported by national and international library associations including the International Federation of Library Associations and Institutions (IFLA), the American Library Association, and the Canadian Federation of Library Associations (CFLA). Specifically, CFLA affirms that “all persons in Canada have a fundamental right, subject only to the Constitution and the law, to have access to the full range of knowledge, imagination, ideas, and opinion, and to express their thought publicly”. The Calgary Public Library endorses both the IFLA Statement on Intellectual Freedom and the CFLA Statement on Libraries and Intellectual Freedom.

At Calgary Public Library, intellectual freedom means providing the tools and spaces to support the free exchange of information and ideas and respecting each individuals’ right to privacy and choice. The Library’s commitment to intellectual freedom aligns with the Library’s vision, mission, and values, and supports the *Board Policy on Equity and Belonging*.

Through its professional and legal obligation to intellectual freedom, the Calgary Public Library:

- Is committed to equity, diversity, inclusion and accessibility and the pursuit of Truth and Reconciliation. Equity and intellectual freedom are mutually reinforcing and the Library will strive to support all voices in being heard (particularly those from equity-deserving groups) by creating a welcoming and inclusive environment while upholding the principles of freedom of expression and human rights.

Calgary Public Library Restricted Use

- Will provide access to a breadth and depth of ideas, information and thoughts through library services (including collections, programs, displays, meeting room rentals, and internet access) that encourage informed discussions, diverse opinions, and learning in our communities. In using library services, some individuals may come across ideas and information that they consider controversial, unconventional, unpopular, or offensive. The inclusion of content within the Library's services does not indicate endorsement.

- Will offer services that welcome and encourage individuals to learn and exchange diverse thoughts and perspectives and to pursue their interests, without judgement, provided they do not violate the Library's Code of Conduct, the Canadian Copyright Act, Canada's Criminal Code, or the Canadian Human Rights Act.

- Will respect the individual's right to privacy, dignity, and choice. The ultimate right and responsibility in what someone wishes to read, view, listen to, or access at the library rests with the individual. In the case of children under the age of 18, this responsibility rests with the parent or guardian.

- Will provide staff with the training and tools required to uphold the principles of Intellectual Freedom. This includes providing a transparent process for the inclusion and challenging of library collections and accessible options for providing feedback on library services.

**Related Calgary Public Library Policies**

Collections Policy
Political Use of Library Space Policy
Use of Library Premises

**More Information on Intellectual Freedom**

United Nations Universal Declaration of Human Rights
Canadian Federation of Library Associations Statement on Intellectual Freedom and Libraries
Canadian Centre for Free Expression
Freedom to Read (Canada)
American Library Association Intellectual Freedom Resources
International Federation of Library Associations and Institutions Statement on Libraries and Intellectual Freedom

**Unapproved** Minutes
**Strategy and Community Committee**
Online via Microsoft Teams
Wednesday, September 13, 2023
5:30 pm

**In Attendance:**

| **Board** | **Administration** |
|---|---|
| Al-Karim Khimji (Chair) | Sarah Meilleur, *CEO* |
| Evan Legate | Mary Kapusta, *Director, Communications and Engagement* |
| Crystal Manyfingers | Paul Lane, *Director, Strategy and Planning* |
| Dana Saric | Melissa Legacy, *Director, Visitor Experience* |
| Sheeba Vijayan | Amanda Robertson, *Executive Assistant* |
| **Regrets** | **Guests** |
| Andrew Rodych | Jillian Palbom, *Senior Manager, Human Resources* |
| | Trevor Myers, *Business Analyst* |

## 1. Meeting Opening

Dana Saric respectfully opened the meeting with a Treaty 7 land acknowledgement.

## 2. Review of Agenda

Administration asked to present the Q2 2023 Strategic Scorecard before the Spotlight reports. The Committee consented to the change.

**MOVED** by Sheeba Vijayan that the agenda for September 13, 2023 be approved as amended.

Carried unanimously

## 3. Approval of Minutes

**MOVED** by Crystal Manyfingers that the minutes of the June 14, 2023 meeting be approved as amended.

Carried unanimously

## 4. Business Arising

None.

## 5. Mini Moment

Crystal Manyfingers shared that Calgary Public Library's staff recognition event at the Calgary Zoo was a highlight for her and her family to attend. Seeing Library staff in an informal setting and enjoying a beautiful day outside with their families provided valuable context for the Board members who attended.

Sheeba Vijayan commended staff for the recent volunteer recognition breakfast hosted at Central Library. She enjoyed meeting the event guests while learning about the positive impact the Library has on its volunteers and their families.

## 6. Q2 2023 Strategic Scorecard Review

Trevor Myers presented the Strategic Scorecard, which reports measures reflecting Administration's attainment of operational goals that drive progress towards the impact on quality of life that the Board is seeking to achieve through the Strategic Plan.

The 2023 Strategy Scorecard received an update to its design and reported key performance indicators (KPIs). The new KPIs align with three new focuses: **Products**, **Engagement** and **Impacts**. The new design also displays a trendline to show the predictions for the year compared to the real progress in the current quarter. Products and Engagements will be reported on a quarterly basis. Impacts will be measured twice a year following member surveys conducted in Q2 and Q4.

**Products** includes the categories of Content, Spaces, Experiences, and Tools. Content includes physical circulation, digital circulation, and virtual learning sessions. Content as a whole increased by 3% compared to 2022. Spaces includes all member visits to the Library's physical locations and the Library's website. Physical visits increased by 2% compared to Q1 and are now at 88% of pre-pandemic reporting, while digital visits decreased by 6%. The Spaces measure increased by 26% compared to 2022. Experiences captures the number of hosted programs and outreach activities conducted by Library staff and volunteers and is showing a 137% increase compared to 2022. Tools includes the various technology available to members in-location, including computers, printers, Wi-Fi. The Tools measure increased by 67% compared to 2022.

**Engagement** includes usage of Library Hotline, New Membership, and measurements of Repeat Visitors and Dwell Time. Usage of Library Hotline has steadily decreased post-pandemic, as in-person visits are increasing, though it remains high with 11,000 questions asked in the last quarter. New membership increased by 38% compared to 2022. Library membership is currently 777,000, which represents a historical high. Repeat Visitors and Dwell Time are measured by a third-party vendor which collects signals from members mobile devices to provide anonymized data. A higher number of repeat visitors indicates a level of engagement with on-site Library services. Of members who visited within Q1 2023, 85% returned at least once, and a significant number of visitors returned 11-25 times. The Dwell Time measure highlights the median length of time members are spending with in-library location services. Median dwell time is 60 minutes, staying the same as Q1 2022.

**Impacts** is divided into the following categories: Creating Purpose, Champion Belonging, Energize Learning, Library Satisfaction. Each Impact KPI is drawn from a third-party, semi-annual phone survey conducted to 400 randomly selected Library members. Impacts are reflected as the

percentage of respondents who believe their experiences are reflected within the question to a high degree (4/5) or a very/extremely high degree (5/5). Creating Purpose is a new measure added this quarter and is rated at 30.6%. Champion Belonging is a measure of whether members see their own community reflected at the Library and is rated at 64.7%. Energize Learning indicates if the Library has supported members' personal growth and is rated at 62.5%. Lastly, Library Satisfaction is rated at 95%, and has remained consistently high, speaking holistically to the quality of all Library services.

Overall, KPIs showed growth relative to 2022. Library services have continued to progress forward, bouncing back from several years of reduced use.

**MOVED** by Dana Saric that the Q2 2023 Strategic Scorecard be received for information by the Strategy and Community Committee as presented.

Carried unanimously

## 7. Spotlight Report: Equity, Diversity, Inclusion, and Belonging

Jillian Palbom shared an update on the Equity, Diversity and Belonging Action Plan. In 2022, Calgary Public Library engaged KPMG, a third-party consultant, to complete an assessment of internal practices related to the Library's commitment to Equity, Diversity and Belonging.

An assessment was conducted over four months with the support of a third-party consultant, including focus groups, leadership interviews, documentation review, and a staff engagement survey. KPMG provided a report sharing an assessment that the Library is at the Committed stage, which means the Library is "aware of benefits of diversity with initiation of some structured programs." An Action Plan with seven key initiatives has been developed to progress the Library to the "Excelling/Disruptive" stage defined as "Equity, Diversity, and Inclusion is embedded in the institutional DNA" by December 31, 2024.

The seven key initiatives are Workspace Safety, Training, Self-Identification, Recruitment and Advancement, Employee Resource Groups, Feedback System, and Mentorship. Highlights from these initiatives include but are not limited to: psychological safety and security learning paths; voluntary pronoun pins for staff and patrons; inclusive language training in partnership with Calgary's Centre for Sexuality; leveraging partnerships to actively recruit diverse staff; and the successful implementation of an Affinity Group Pilot.

The Library has made significant progress in these areas and this has been reflected in employee feedback through a recently introduced pulse survey being conducted at regular intervals to take a more consistent measure of employee engagement.

Going forward, the Library is continuing to evolve the Action Plan through consultation and best practice.

**MOVED** by Evan Legate that the Equity, Diversity, Inclusion and Belonging Report be received for information by the Strategy and Community Committee as presented.

Carried unanimously

## 8. Spotlight Report: Long-Term Facility Provision Strategy

Paul Lane presented the Long-Term Facility Provision Strategy report. Lane reviewed the methodology used for scoring the remaining useful life of each facility as well as cost estimates for maintaining them in the near and long term.

The report emphasized where additional Library space is currently needed across the city and where it will be most urgent in the future. Based on population projections, most of the Library system will be overburdened by 2030 without funding to build new or replace existing locations.

**MOVED** by Sheeba Vijayan that the Long-Term Facility Provision Strategy Report be received for information by the Strategy and Community Committee as presented.

Carried unanimously

## 9. Board Advocacy Priorities Review

Mary Kapusta presented the Board Advocacy Priorities for review. The Committee reviewed the existing advocacy priorities which invite Board members to engage in advocacy work on behalf of the Library based on their respective skills, interests and capacity. No changes were requested.

**MOVED** by Sheeba Vijayan that the Board Advocacy Priorities Review be provided by the Strategy and Community Committee to the Calgary Public Library Board for approval as presented.

Carried unanimously

## 10. Workplan Review

After reviewing the workplan, the Committee did not request changes at this time.

Carried unanimously

## 11. Other Business

None.

## 12. Adjournment

**MOVED** by Evan Legate that the meeting be adjourned at 7:15 pm.

Transcribed by Sara Lim

Al-Karim Khimji
Committee Chair

**Calgary Public Library Board Advocacy Priorities**
**October 11, 2022**

Equity, Curiosity and Collaboration are the values that guide the Library Board's advocacy efforts to ensure that we are supporting the long-term success of the Library as well as achievement of the Library's current strategic priorities: **Create Purpose Together**; **Champion a Sense of Belonging**; and **Energize Lifelong Learning**.

All members of the Board are empowered to practice advocacy in the ways best suited to their strengths and interests. All Board members have a responsibility to represent the Library – formally and informally – through their professional and personal networks. Board members are responsible for promoting the Library and its goals to the communities we serve, as well as learning and reflecting the needs of the community back to the Library. The advocacy priorities of the Board can be understood under three interconnected pillars:

| **Pillars of Library Board Advocacy** | | |
|---|---|---|
| **Library Learner** | **Community Connector** | **Brand Builder** |
| We continually enhance our knowledge and skills in topics such as board governance, emerging library issues, public sector, community development, etc. to be better equipped when speaking to those issues as representatives of the Library.<br><br>Examples:<br>• Attend internal events to share appreciation and increase Board visibility to staff and volunteers<br>• Participate in community events to gain insights into their needs, whether those needs are currently filled by the Library or are yet to be addressed<br>• Attend professional learning opportunities as appropriate in relation to the work of the Library and/or Board<br>• Collaborate with community library locations to better understand the Library's operations and community needs | We build and maintain relationships with existing and potential partners and seek to galvanize support from the public, supporting the Library's goals within volunteerism and fund development.<br><br>Examples:<br>• Participate in networking opportunities to build and strengthen relationships with community organizations, prospective donors, and government representatives<br>• Advise the Board and Executive Leadership Team of relevant insights from the community<br>• Leverage personal and professional connections to make introductions between the Library, the Foundation, and third parties<br>• Attend and support Foundation events<br>• Write official letters of support to enhance grant requests as required | We promote and celebrate the Library's programs, services, and achievements in order to communicate the Library's relevance and irreplaceable role in the communities we serve.<br><br>Examples:<br>• Participate in the activation and launch of new and existing Library initiatives and programs<br>• Strategically communicate new or successful initiatives to our networks to demonstrate the impact of the Library's work in the communities we serve<br>• Seek insights from the Executive Leadership Team and other subject matter experts to better understand the Library's impacts and how best to communicate them to the broader community |

Unapproved Minutes

**Audit and Finance Committee Meeting**

**Calgary Public Library Board**

Online via Microsoft Teams

Tuesday, July 18, 2023

5:30 pm

**In Attendance:**

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

## 1. Treaty 7 Opening

Dana Saric respectfully opened the meeting with a Treaty 7 land acknowledgement.

## 2. Review of Agenda

**MOVED** by Dana Saric that the July 18, 2023 Audit and Finance Committee meeting agenda be approved as amended.

Carried unanimously

## 3. Approval of Minutes

**MOVED** by Dana Saric that the minutes of the April 26, 2023 Audit and Finance Committee meeting be approved as circulated.

Carried unanimously

## 4. Business Arising

None.

## 5. Annual Cybersecurity Update

Manjula Nanjappa presented highlights from the Cybersecurity report. This included an overview of Calgary Public Library's current practices and the strategic initiatives being undertaken to further align with industry best practices. Nanjappa highlighted the Library's prioritization of data security for its staff and members at present and going forward.

**MOVED** by Haritha Devulapally that the Cybersecurity Report accepted by the Audit and Finance Committee for information as presented.

Carried unanimously

*Sheeba Vijayan left the meeting at 6:15 pm.*

## 6. Q2 2023 Risk Register Review

Trevor Myers presented highlights from the Q2 2023 Risk Register.

A new section of the report is entitled Risk Register Updates. This will provide a quarterly summary of noteworthy trends as well as any refinements that have been made to the risk register since the prior reporting period. For Q2 2023, the updates include the addition of two new key performance indicators (KPI), Quality of Life and Staff Engagement, as well as one new indicator, Crimes per Capita, added for context rather than an indication of the Library's risk mitigation and performance. Library Satisfaction was previously presented on a scale of up to five points and is now being presented as a percentage of 100 to be consistent with other measures and to enhance clarity.

Active Memberships remained high at 58% of the population, up from 56% in Q1 2023. This was partially attributed to significantly fewer member accounts being closed due to inactivity during this period, likely due to the efforts of the Library's membership retention campaign.

Library Satisfaction is measured through a survey of 400 Library members. Approximately 95% of those surveyed ranked their satisfaction with the Library as very or extremely satisfying (4/5 or 5/5). In a separate survey of Calgarians, which included those not holding active memberships, the City of Calgary reported a nearly identical proportion of citizens (96%) who were satisfied with Library services.

Volunteer Support continues to rise since its sudden drop at the beginning of the public health restrictions in 2020. During Q2 2023, there were 8.6 unique Library volunteers for every 10,000 members of the population. Over 400 new volunteers were onboarded in Q2 and nearly 1,300 applications were received during that quarter alone, indicating strong community support for the Library.

Quality of Life is measured in a semi-annual phone survey of 400 members, during which an equivalent cohort of non-members is identified and asked questions related to their perspectives on the Library. 70.7% of respondents scored a 4/5 or 5/5 in response to the question, “Considering everything that you feel is relevant, how important is the Library to the quality of life in your community?” In a separate survey conducted by the City of Calgary, it was reported that 88% of respondents indicated the Library is important to the lives of Calgarians.

Location Visits have continued to rise. Excluding visits to Central Library, which drove significant visitation in 2019, building visitation has now returned to approximately 91% of pre-pandemic levels.

Website Visits decreased between Q1 and Q2 2023, which is consistent with results measured in prior years. Q1 and Q3 are the most popular periods for website visits at the Library, driven by students and educators accessing the website for resources, placing holds, and accessing materials.

Staff Engagement was reported prior to 2020 based on internal staff surveys, but a new, shorter survey has been implemented to gather this data so the KPI will be considered a new measure to allow for direct comparison. A very high response rate of 524 staff completed the survey, and all responses of 4/5 or 5/5 to the survey’s nine questions were compiled for a score of 77.6%. Combined with the low rate of Staff Turnover at 2%, this is an indication that staff perceive the Library to be a desirable place to work.

Community Library Incidents remain low and have returned to pre-pandemic levels.

Central Library Incidents decreased by 6% to only 5.05 incidents per 10,000 visits in Q2 2023. Warm weather has led to an increase in activity outside Central Library and neighbouring buildings, with larger groups occupying exterior spaces for extended periods. Increased frequency of drug use both outside and within Library bathrooms has been observed. Excluding exterior incidents, the value of this KPI drops to 3.66 incidents per 10,000 visits. Increased security coverage was implemented mid-June and security staff have had a number of opportunities to connect vulnerable patrons with supports through partner organizations.

Cybersecurity was introduced as a KPI in Q1 2023 and increased by 4% to 72.0 in Q2. So far this year, the Library has detected and blocked 57 ransomware attacks, prevented 22 data leaks, and stopped over 500 banking trojan attacks. The Library’s most frequent attack was 235,700 instances of phishing, all of which were successfully stopped. Devices connected to the Library network have been protected with cybersecurity endpoint detection tools. Of the events successfully detected and stopped, 63% were exfiltration events (unauthorized information transfer), 21% were ransomware attacks, and 16% were malicious executions of files.

Crimes per Capita has been introduced for a quarterly update to provide additional context on the environment in which the Library operates. This data is provided by the City of Calgary and is not a KPI as it is not reflective of nor under the control of the Library itself.

**MOVED** by Dana Saric that the Q2 2023 Risk Register Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

## 7. Q2 2023 Controller's Report and Financial Review

Katrina Ducs presented highlights from the Controller's Report.

The quarterly risk review no longer includes financial risks as these have been transferred to the quarterly controller's report and financial review. The forward-looking financial risks remain consistent with Q1 2023. The net financial asset balance held steady at $9.7 million for Q2 ($8.6 million in Q1) and the cash balance was 9.1% lower than Q2 2022. Despite the rise in inflation and price increases, there were no costs increases significant enough to cause the Library to modify either its service levels or operational plans. This is due in large part to management engaging in long-term service contracts with its major vendors, which keeps pricing consistent over time.

By the end of Q2, the elevated level of salary and benefit variances that had been observed throughout the pandemic had been eliminated. There were no significant favourable variances in the salaries category this quarter. The salary variances shown in the Q2 reports are from Q1 2023.

The Financial Services team has completed the implementation of a cloud-based ERP system. This new system will provide higher security levels as well as opportunities for artificial intelligence-based automation of accounting and procurement processes.

**MOVED** by Haritha Devulapally that the Q2 2023 Controller's Report and Financial Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

## 8. Annual Insurance Review

Katrina Ducs presented the highlights from the insurance review prepared by the City of Calgary. The report prepared by the City confirms that the Library's insurance coverage is sufficient and not materially different from what was reported in 2022.

Ducs advised that the policy limits and other selected details provided in the report are confidential under the Freedom of Information and Protection of Privacy Act (the FOIP Act). Any subsequent discussion of this report or circulation of the related materials must be completed in adherence to the FOIP Act.

**MOVED** by Dana Saric that the Insurance Review be accepted for information as presented and that the confidential details included in the report be withheld from the public record under the Freedom of Information and Protection of Privacy Act.

Carried unanimously

## 9. Workplan Review

The Committee requested no changes at this time.

## 10. Other Business

None.

## 11. Adjournment

**MOVED** by Haritha Devulapally that the meeting be adjourned at 6:48 pm.

Transcribed by Amanda Robertson

Evan Legate
Committee Chair

**Report to the**
**Calgary Public Library Board**
**Audit and Finance Committee**
**July 18, 2023**

# Risk Register Update for Q2 2023

## 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 Q1 2023.

## 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, three risks have been identified:

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

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

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

Financial Risks were previously reported on within this register. Given the specific focus they entail, they have been removed and will be reported on separately by the Financial Services department.

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 11 risk factors under active monitoring, all 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 11 risk factors, 9 have been categorized in the low threat range and 2 in the medium threat range.

| Range | # of Measures | Notes |
|---|---|---|
| | 9 | |
| | 2 | Quality of Life, Central Security Incidents |
| | 0 | |



Calgary Public Library Restricted Use

## IV. RISK REGISTER UPDATES

This is a new section added for the Q2 2023 report. It highlights changes or improvements to the report, as well as any noteworthy trends in the data.

- Two new KPIs added: Quality of Life (Relevance), Staff Engagement (Operations).
- A new context section added within the Security category - Crimes Per Capita. Details the breakdown of crime and disorder in communities surrounding libraries and provides context for Library incident levels.
- Library Satisfaction measure now presented as a percent of 100, rather than a score out of 5.
- Atypically high member retention this quarter, leading to 26,000 net active membership gain (typically ranges between 4,000 to 10,000 net).

## V. COMMENTARY

RELEVANCE RISKS

**Active Membership – 58%**
**2019 Comparison – 2% change to per capita measure** *(8% increase in members)*
*Total active Library members divided by the population of the service area.*

The active member base of Calgary Public Library continues to grow each quarter. A total of 34,595 new members registered in Q2 2023, bringing the total active members to a new high of over 777,000. Significantly fewer member accounts were purged due to inactivity this quarter, speaking to the efforts of the membership retention campaign.

**Library Satisfaction – 94%**
**2019 Comparison – 4.4% increase**
*Survey results from semi-annual third-party survey, conducted over the phone to 400 library members. Percentage of members scoring 4/5 or 5/5.*

This measure is now presented as a percentage of respondents who rank their experiences as very or extremely satisfying. Satisfaction with the library has remained consistently high throughout the past three years.
In a separate 2023 Spring Survey of Calgarians conducted by the City of Calgary, a nearly identical proportion of citizens (96%) reported they were satisfied with Library services.

Calgary Public Library Restricted Use

**Volunteer Support – 8.6**
**2019 Comparison – 69% decrease**
*The number of unique volunteers donating their time during the quarter, divided by 10,000 members of the population.*

Volunteer support continues to grow in line with programming needs. Over 400 new volunteers were onboarded during Q2 2023. Volunteer interest is extremely healthy, with nearly 1,300 applications received this quarter alone. This is a strong indicator of community interest and support for the Library.

**Quality of Life – 70.7%**
**New Measure**
*Survey results from semi-annual third-party survey, conducted over the phone to 400 non-library members. Percentage of non-members scoring 4/5 or 5/5.*

Quality of Life is a new measure introduced in the Q2 2023 Risk Register. In the semi-annual phone survey delivered to 400 members, an equivalent cohort of non-members is identified and asked questions related to their perspectives on the Calgary Public Library. The results presented in this measure capture the percentage of members scoring a 4 or 5 on the following question: “Considering everything that you feel is relevant, how important is the Library to the quality of life in your community?”.

In a separate survey conducted by the City of Calgary in 2023, citizens were asked the importance of various departments and services. When asked about Calgary Public Library, 88% of respondents indicated that it was important to the lives of Calgarians.

OPERATION RISKS

**Location Visits – 1,674,904**
**2019 Comparison – 12% decrease**
*The number of physical visits to Library locations. Captured by People Counter system with a ±10% margin of error.*

Building visits continue to rise quarter over quarter. Visitation levels for the first half of 2023 are approximately 87% of 2019 levels. This is especially impressive considering the significant boost in visitation created by the opening of the New Central Library in 2018. Strong membership continues to drive visitation, with each quarter increasing over the previous period.

Calgary Public Library Restricted Use

**Website Visits – 1,391,390**
**2019 Comparison – 31% decrease**
*The number of virtual visits to the Library website.*

Website visits have been largely consistent throughout the past several years. This quarter saw a 6% decrease in website visits. This decrease is not unexpected, and similar dips often occur between the first and second quarters of the year.

**Staff Turnover – 2.0%**
**2019 Comparison – 33% decrease *(decrease is favourable)***
*The percentage of staff resignations and terminations relative to active employees.*

With 37 new staff hired this quarter, our overall staff complement is at 801 employees. This is higher than at any other point since Q3 2019. Coupled with the high staff engagement score and very healthy response to the staff survey, this low turnover score suggests the Library is a desirable place of employment.

**Staff Engagement – 77.6%**
**New Measure**
*Survey results from semi-annual digital staff survey. Percentage of staff scoring 4/5 or 5/5, averaging results from all questions.*

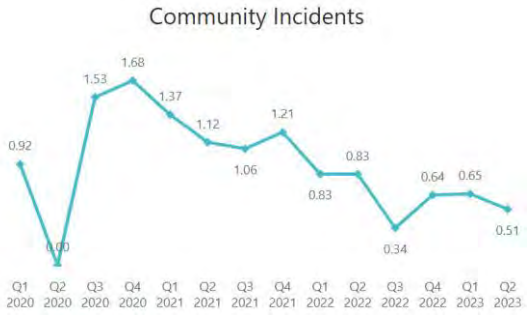
Staff Engagement is a new measure introduced in the Q2 2023 Risk Register. A digital staff survey was conducted in June 2023, with over 524 staff responding. Questions asked included topics such as communication, training, support, safety, wellbeing, inclusivity, and leadership. The survey used a Likert scale, asking respondents to either disagree or agree with statement questions. This KPI averages the responses across the 9 questions and reflects the proportion of staff who agreed with the statements. An average of 35% of staff responded as somewhat agreeing with statements, while 42.6% strongly agreed.

SECURITY RISKS

**Community Library Incidents – 0.51**
**2019 Comparison – 41% decrease *(decrease is favourable)***
*The number of security incidents at community Library locations per 10,000 visits.*

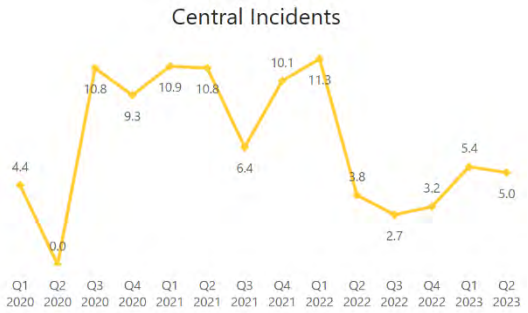

Calgary Public Library Restricted Use

The number of security incidents at community locations has decreased 21.5% compared to last quarter. Following several years of elevated incident numbers, this measure has now fallen below pre-pandemic levels.




**Central Library Incidents – 5.04**
**2019 Comparison – 41% increase *(decrease is favourable)***
*The number of security incidents at Central Library per 10,000 visits.*

The Central Library incident KPI saw a 6% decrease compared to last quarter. The warm weather led to an increase in activity outside Central Library, with larger groups sitting around the exterior spaces for extended periods. This is common amongst other surrounding business partners and stakeholders. Increased frequency of drug use both outside and within bathrooms was also cited. Excluding the exterior incidents, the value of this KPI drops to 3.66 incidents per 10,000 visits. Increased security coverage was put in place mid-June and security staff have had a number of occasions to connect persons with external supports such as the HELP (formerly DOAP) team.




**Cybersecurity – 72.0**
**New Measure**
*Standardized industry score provided by third-party vendor. Captures elements such as network security, application security, and more.*

So far this year, the Library has detected and successfully blocked 57 ransomware attacks, prevented 22 data leaks, and stopped 568 banking trojan attacks. The most frequent prevented attack was phishing with 235,700 events, all of which were successfully stopped.

The devices connected to the Library network have also been protected with cybersecurity endpoint detection tools. Of those events successfully detected and stopped, 63% were exfiltration events (unauthorized transfer of information), 21% ransomware attacks, and 16% malicious execution of files.


Calgary Public Library Restricted Use

**Crimes Per Capita**
**Central Library Area (East Village) – 22.89**
**Community Library Areas – 2.86**
**All Calgary – 1.55**
*Provides context on social pressures and security threats experienced outside the Library. Data provided by Calgary Police Service.*

Crimes Per Capita is a new section paired with the security measures. It is not an internal metric and is not influenced by or dependent on Library interventions. It captures the number of crime and disorder incidents in an area, dividing them by the population of that area. For Community Library areas, this means any community in which a Library location exists. These crime and disorder incidents include: violence (non-domestic), assault, physical disorder, social disorder, and street robbery.

This section is intended to provide context, showing the extent of crime that occurs in the communities surrounding our Libraries.

## VI. CONCLUSION

This quarter shows low risk for the Library across nearly all metrics. Membership and visits, the largest drivers of all Library services, continue to climb quarter over quarter and help to reduce risk wholistically across the organization. The two measures in the medium risk range, Quality of Life and Central Library Incidents, in many ways are the metrics over which the Library has the least control. They are both highly dependent on exogenous factors, with Quality of Life polling non-users unfamiliar with our services and with Central Incident levels so heavily impacted by the disorder surrounding Central Library. The new context provided by the Crimes per Capita index shows just how prevalent crime and disorder are in the East Village, and highlights that the Library is not alone in its efforts to mitigate these impacts.

## VII. RECOMMENDATION

1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q2 2023***, to the Calgary Public Library Board.

Trevor Myers,
Business Analyst, Strategy & Planning

att: Q2 2023 Risk Register


Calgary Public Library Restricted Use

**APPENDIX 1 – RISK MITIGATION ACTIONS –** *New actions bolded*

| | | | |
|---|---|---|---|
| RELEVANCE RISKS MITIGATION | **Active Membership**<br>• Increase outreach to areas distant from a convenient Library location<br>• Co-locate Library locations with complementary services and amenities<br>• Create gathering and meeting spaces to decrease social isolation | **Library Satisfaction**<br>• Focus programs and services on areas of highest impact and need<br>• Increase training in service excellence<br>• Seek input from service professionals<br>• Curate enticing and engaging collections | **Volunteer Support**<br>• Enhance training of volunteers<br>• Enhance recognition of volunteers<br>• Broaden scope of volunteer opportunities<br>• Integrate volunteers into service delivery model |
| OPERATIONS RISKS MITIGATION | **Location Visits**<br>• Increase hours of service<br>• Increase in-person programming<br>• Free meeting room rentals<br>• Add locations in maturing communities | **Website Visits**<br>• Content is kept current, updated, and relevant<br>• New services and collections are prominently featured on the website<br>• E-resources made easier to access, especially for students | **Staff Turnover**<br>• Multi-channel communication; written, virtual, and face-to-face<br>• Regular virtual townhalls<br>• Staff recognition allows immediate peer-to-peer recognition<br>• Annual recognition awards<br>• Academic financial support |
| SECURITY RISKS MITIGATION | **Community Library Incidents**<br>• Ongoing staff training<br>• Security Advisor Seconded from City of Calgary<br>• Relationship with CPS and community partners<br>• Environmental design used to deter negative behaviours<br>• Working collaboratively with EFAP to provide staff with techniques to deescalate and cope with challenging situations<br>• Psychological Safety Training Framework for staff<br>• Additional security hours at Forest Lawn Library and Nicholls Family Library<br>• Ongoing assessment of security needs | **Central Library Incidents**<br>• All mitigation actions used for Community Library Incidents<br>• Training courses for security staff on EDI and Unconscious Bias<br>• Participation in the Downtown Safety/Security Group<br>• New health and wellness supports including Indigenous ceremony and sharing circles, as well as enhanced partnership with PALs<br>• Participation in CULC Safety and Security working group and Genesis Centre risk assessment group<br>• Increased security presence on all floors (March 1, 2023)<br>• **Increased security presence outside Library (mid-June 2023)** | **Cybersecurity**<br>• Monitoring and addressing issues in the following areas: network security, DNS health, patching cadence, endpoint security, IP reputation, application security, cubit score, hacker chatter, information leak, and social engineering |



Calgary Public Library Restricted Use

# OVERVIEW

Q2 2023

## RELEVANCE

| Active Membership | Library Satisfaction | Volunteer Support | Quality of Life |
|---|---|---|---|
| 57.9% | 95% | 8.6 | 70.7% |
| Target: 50.0% (+15.72%) | Target: 75% (+26.67%) | Target: 5.0 (+71.64%) | Target: 75.0% (-5.73%) |

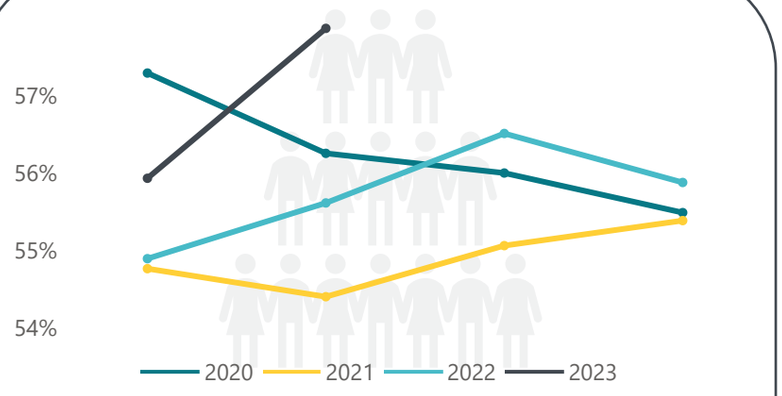
## OPERATIONS

| Location Visits | Website Visits | Staff Turnover | Staff Engagement |
|---|---|---|---|
| 1.67M | 1.39M | 2.0% | 77.6% |
| Target: 1.50M (+11.66%) | Target: 1.25M (+11.31%) | Target: 3.0% (+33.33%) | Target: 75.0% (-3.47%) |

## SECURITY

| Community Library Incidents | Central Library Incidents | Cybersecurity | Crime Index |
|---|---|---|---|
| 0.51 | 5.0 | 72.0 | 22.9 |
| Target: 1.50 (+66%) | Target: 4.5 (-12%) | Target: 70.0 (+2.86%) | |

# RELEVANCE RISKS



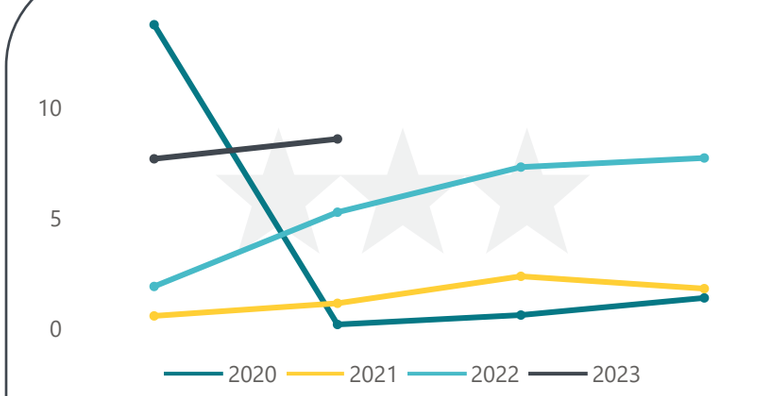

>50% | 45-50% | <45%

**MEMBERSHIP PER CAPITA**

Active membership base divided by the population

57.9%

1.9%
Quarterly Change



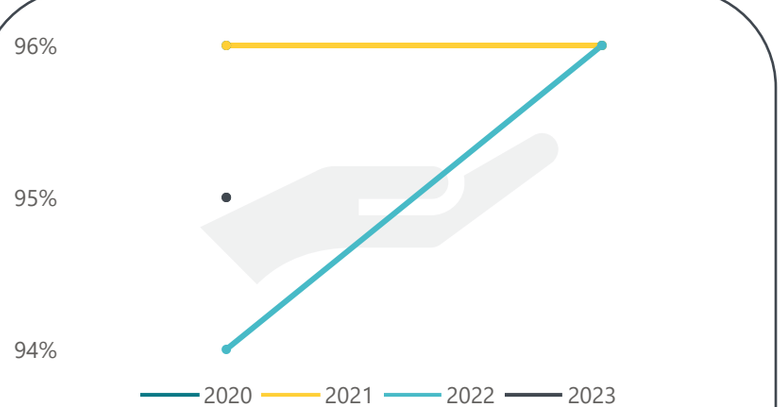

>5.0 | 2.0-5.0 | <2.0

**VOLUNTEER SUPPORT**

Unique volunteers per 10k members of population

8.6

11.7%
Quarterly Change




>75% | 65-75% | <65%

**MEMBER SATISFACTION**

Phone survey to members. Percent indicating high satisfaction

95%

Last reported Q4 2022

-2.0%
Quarterly Change

>75% | 65-75% | <65%

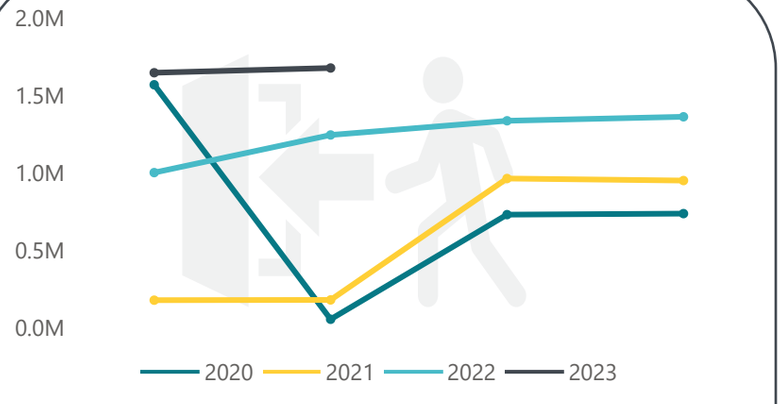
**QUALITY OF LIFE**

Phone survey to non-members. Percent indicating high importance of Library to quality of life

70.7%

New Measure

# OPERATIONS RISKS




| >1.5M | 1.0-1.5M | <65% |
|---|---|---|

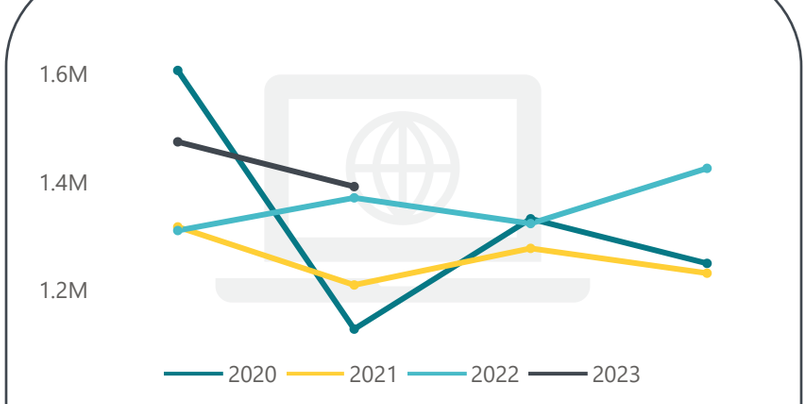
**LOCATION VISITS**

Total in-person visits to Library locations

1.67M

1.9%

Quarterly Change




| >1.25M | 1.0-1.25M | <1.0M |
|---|---|---|

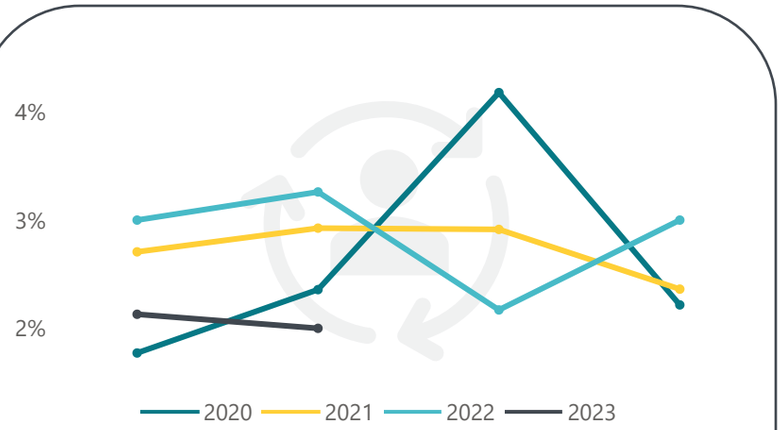
**WEBSITE VISITS**

Total online visits to Library website

1.39M

-5.6%

Quarterly Change




| <3% | 3-5% | >5% |
|---|---|---|

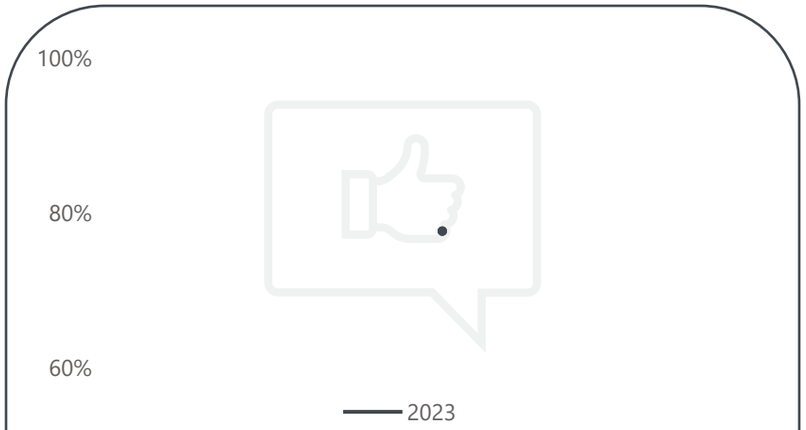
**STAFF TURNOVER**

Staff resignations and terminations relative to active employees

2.0%

-6.1%

Quarterly Change




| >75% | 65-75% | <65% |
|---|---|---|

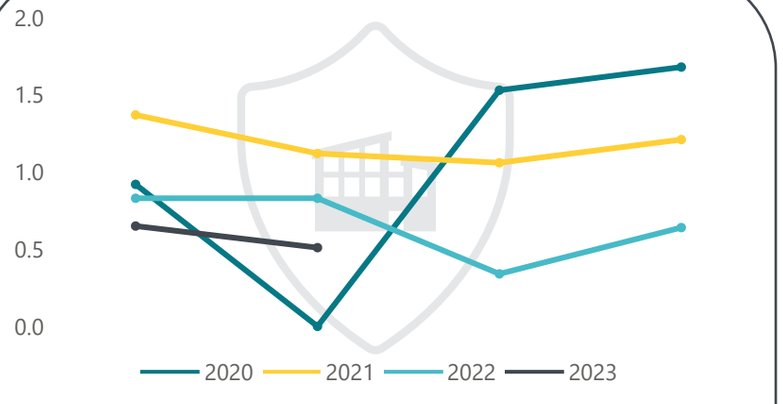
**STAFF ENGAGEMENT**

Average percentage of staff responding positively to staff survey

77.6%

New Measure

# SECURITY RISKS




| <1.5 | 1.5-3.0 | >3.0 |
|---|---|---|

**COMMUNITY INCIDENTS**

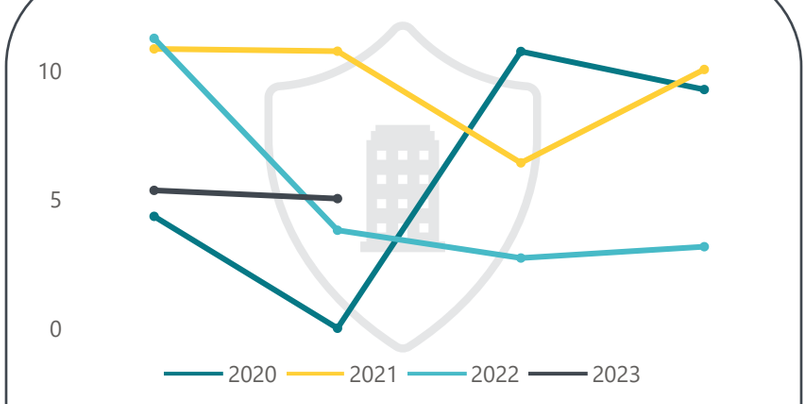
Incidents per 10,000 to community Library locations

0.51

-21.5%

Quarterly Change

*Low is good*




| <4.5 | 4.5-8.0 | >8.0 |
|---|---|---|

**CENTRAL INCIDENTS**

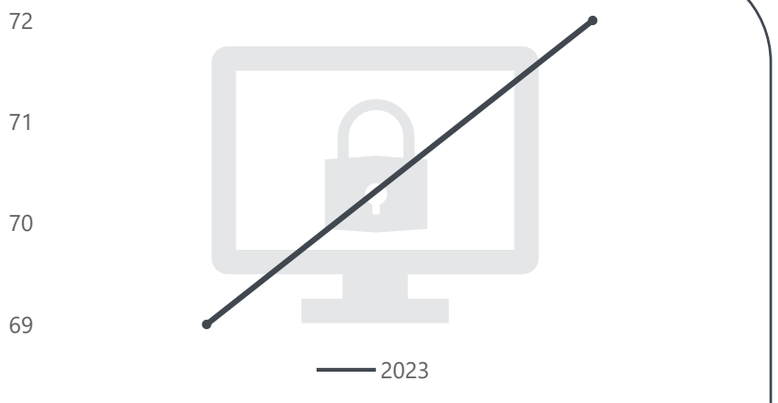
Incidents per 10,000 to Central Library

5.04

-6.0%

Quarterly Change

*Low is good*




| 70 | 60-70 | 60 |
|---|---|---|

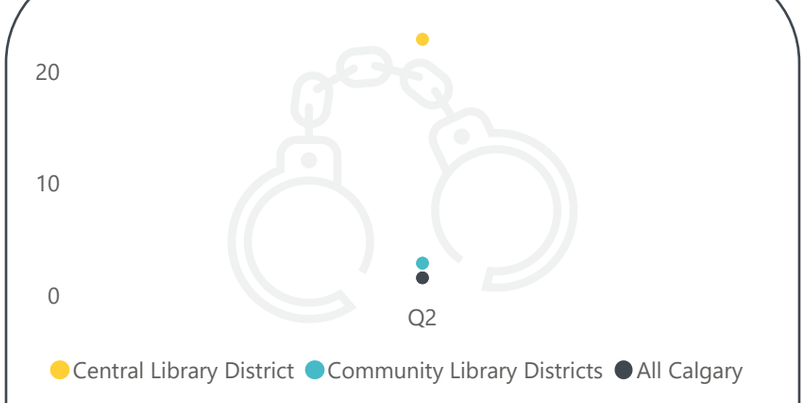
**CYBERSECURITY**

Third party standardized industry risk score

72.0

4.3%

Quarterly Change




| 22.89 | 2.86 | 1.55 |
|---|---|---|
| Central Library | Community Libraries | All Calgary |

**CRIME PER CAPITA**

Per capita incidents of crime and disorder in communities with Library Locations.

An indication of the various social pressures and security threats experienced outside the Library.

**Report to the**
**Calgary Public Library Board**
**Audit & Finance Committee**
**July 18, 2023**

## Controller's Report for the Month Ended June 30, 2023

The management financial reports of The Calgary Public Library for the quarter ended June 30, 2023, are appended to this report for information. The reports have been prepared using the full accrual basis of accounting, which recognizes the financial effect of events that impact an entity in the accounting period, regardless of whether cash was received or spent.

Please note that amounts are subject to change based on year-end adjustments and the auditor's interpretation of how the Library has applied the accounting standard changes.

The interim financial reports of the Calgary Public Library Board are comprised of:

- Financial Dashboard
- Management Report – Statement of Financial Position
- Management Report – Operating Activities
- Life Cycle Funding and Spending Profile
- Operating Reserve Fund

### A. Forward-Looking Financial Risks

The forward-looking financial risks remain the same from Q1 2023. The current net financial assets balance held steady in Q2 at $9.7M ($8.6M in Q1) and the cash balance was 9.1% below where it was 12 months earlier. Despite the rise in inflation and price increases, there were no significant cost increases that have caused the Library to change either our service levels or operational plans. Management has engaged in various service contracts with major vendors, and they have been keeping their contract prices within the pre-determined increase ranges.

The elevated level of salaries and benefits variances since the first year of the pandemic has been eliminated and the Library system is moving full steam ahead.

The Financial Services team completed a cloud ERP system migration project in Q2. The cloud ERP system will provide higher level security and artificial intelligence-based automation opportunities to enhance the Library's accounting and procurement processes with internal and external stakeholders.

### B. Management Report - Statement of Financial Position

Accounts receivable is mostly comprised of the capital transfer from the City of Calgary ($0.8M). Accounts payable and accrued liabilities relate to Salaries and Benefits accruals and amounts owing to vendors. Deferred revenues include the money received from the Foundation for various restricted grant programs and the Provincial Capita grant received in April.

Calgary Public Library Restricted Use

## C. Revenues

Revenues were $1.2M favourable for the second quarter end.

**Line 9 – Province of Alberta - $176,892F at June 30, 2023 and $88,446F at March 31, 2023.**

The favourable variance is due to the population increase update for the Province's Per Capita Grant announced.

**Line 19 – Interest and other revenues - $500,823F at June 30, 2023 and $279,606F at March 31, 2023.**

The favourable variance is mainly due to the increased interest rates. The Library also received $100K shared reserve from the Genesis Centre.

**Line 22 – Grants and sponsorships - $458,216F at June 30, 2023 and $112,133F at March 31, 2023.**

The favourable variance is due to expedited recognition of carried over grant from 2022 with the progression of projects, of which a large portion is related to the Fish Creek Fire Truck project.

## D. Expenses

Total expenses were $0.4M favourable for the second quarter end.

**Line 29 – Salaries and employee benefits - $346,286F at June 30, 2023 and $216,902F at March 31, 2023.**

The favourable variance is mainly from Q1 because the salaries and benefits variances have been eliminated in Q2.

**Line 32 – Collections - $10,828U at June 30, 2023 and $167,120F at March 31, 2023.**

Collections remain very close to budget. The variance will disappear by year end.

**Line 48 – General operating - $339,763F at June 30, 2023 and $49,970F at March 31, 2023.**

The favourable variance is due to timing of General Operating spending.

**Line 54 – Building and equipment - $363,058U at June 30, 2023 and $42,374F at March 31, 2023.**

Calgary Public Library Restricted Use

The unfavourable variance reflects the Fish Creek Fire Truck Moving and Installation project. It was funded from the Foundation grant.

**Line 75 – Amortization - $97,675F at June 30, 2023 and $885F at March 31, 2023.**

The favourable variance is due to timing of TCA additions.

## E. RECOMMENDATION

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial reports for the period ended June 30, 2023.

Prepared by Chae Jun CPA, CGA, MBA

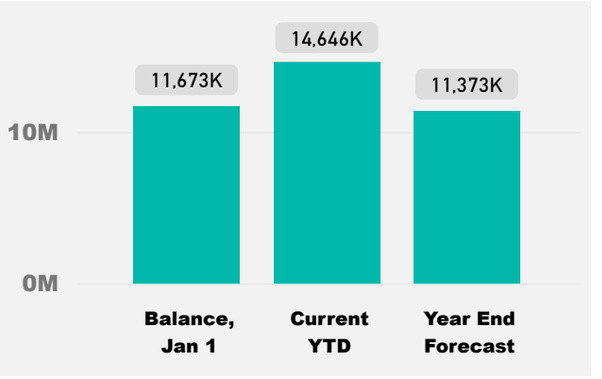
Controller

Calgary Public Library Restricted Use

## Commentary

- Current YTD Cash balance includes:
  $3M Restricted Operating Reserve
  $6.2M Accounts Payable and Deferred Revenue
  $2.6M Lifecycle Fund

## Cash Position Forecast, as of Jun 30, 2023

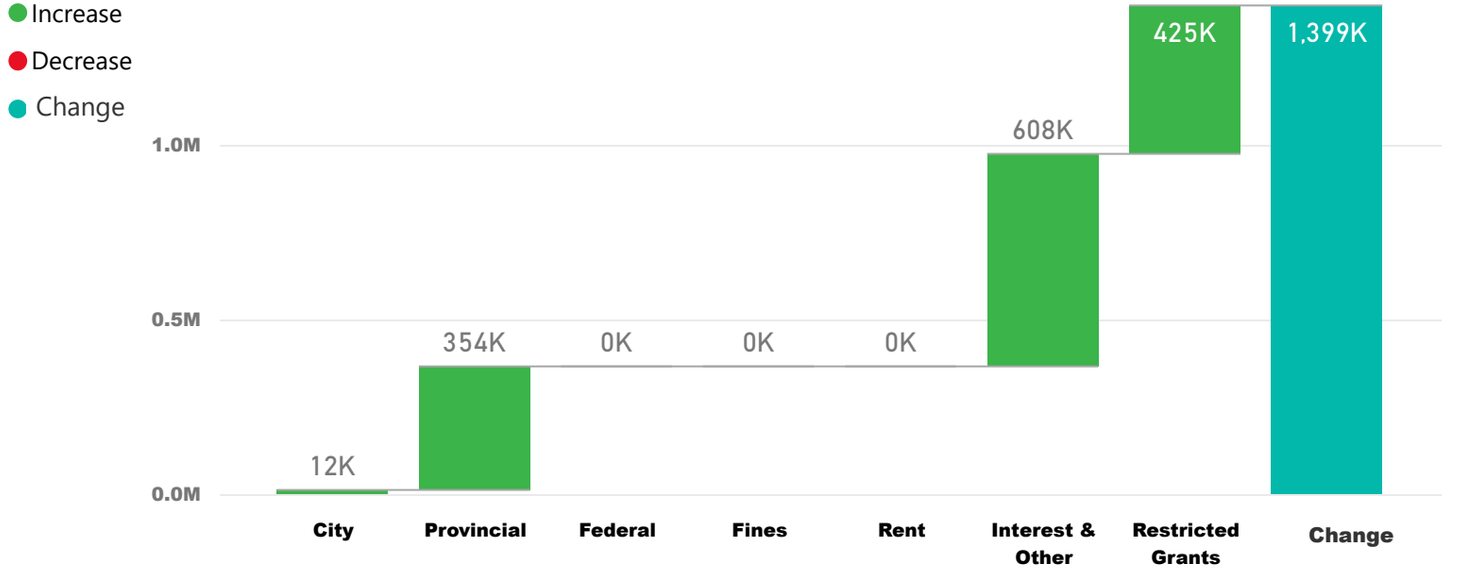



- Provincial revenue increase is due to the population update of the Province's Per Capita Grant announced.

- Interest and Other Revenue increase reflects the projected interest revenue due to higher interest rate. The Library also received $100K shared reserve from the Genesis Centre and will receive $8K from Canada Summer Jobs for Summer Students.

- Restricted Grants increase is due to expedited recognition of carried over grant from 2022, additional RFFs, and progression projects, of which a large portion is related to the Fish Creek Fire Truck Project.

## Revenue Year End Forecast, as of Jun 30, 2023




| Board-Approved Budget Revenues | Forecasted Revenues |
|---|---|
| 67,723K | 69,122K |

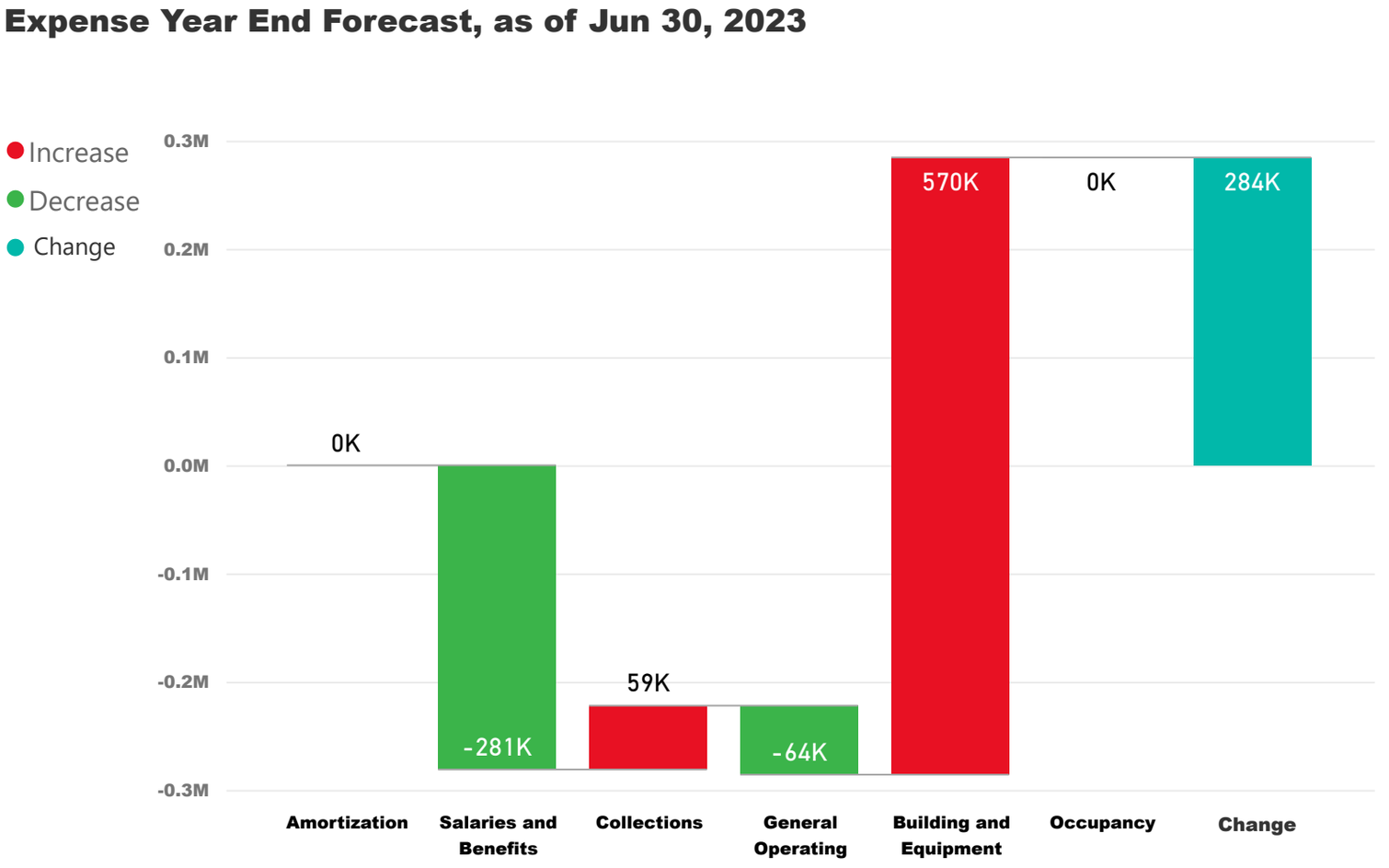
## Commentary

- Salaries and Benefits forecast decrease is mainly from Q1 because the salaries and benefits variance have been eliminated in Q2.

- Collections increase is from the additional restricted grant funding from the Foundation.

- General Operating forecast decrease is due to the reallocation of funds and restricted grants based on project spending plans.

- Building and Equipment forecast increase reflects the Fish Creek Fire Truck moving and installation project spending.



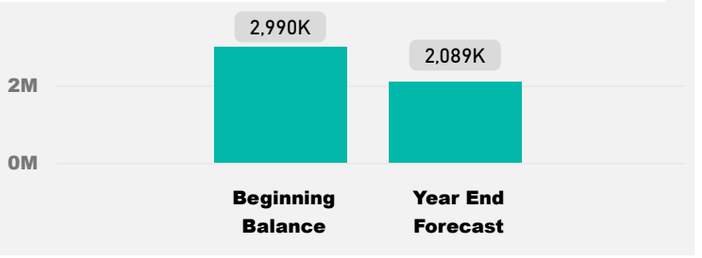

| Board-Approved Budget Expenses | Forecasted Expenses |
|---|---|
| 74,240K | 74,524K |

## Lifecycle Funding Commentary

- Carry forward funds include $1.3M of The City lifecycle funding and $0.9M asset management funds from PYs.

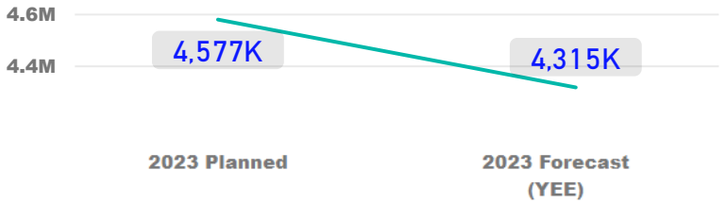
- Current year funds include $3.6M of The City lifecycle funding, $0.2M asset management from the operating funds

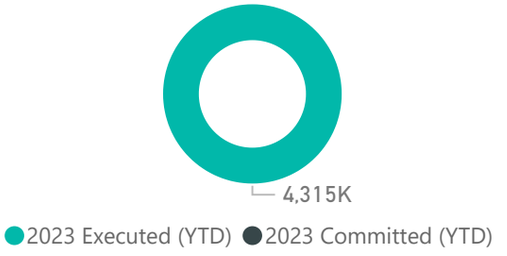
## Lifecycle Surplus Forecast, as of Jun 30, 2023



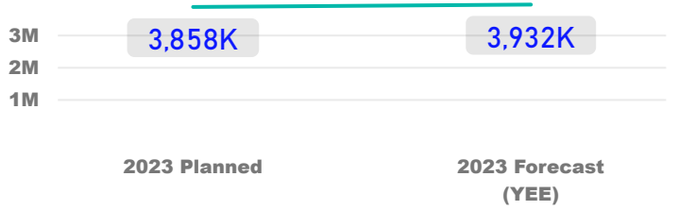

## Funding Source

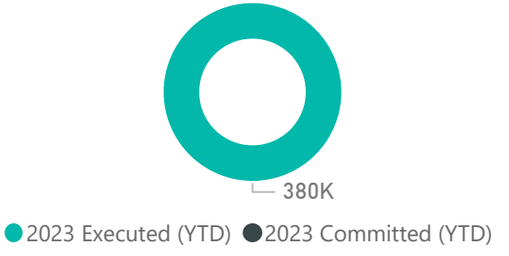
### Carry Forward



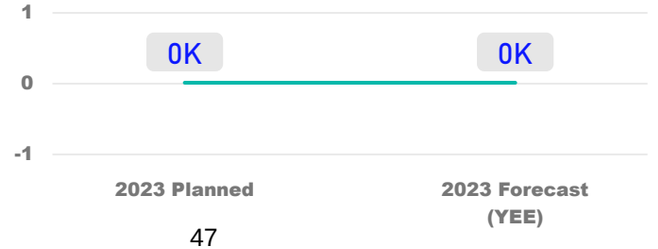




### Current Year Funds




### Growth Projects Funds



## Lifecycle Spending Commentary

- Carry forward projects include: Saddletowne, Shawnessy, and Fish Creek.

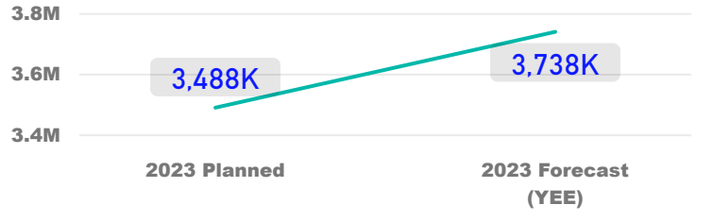
- Building forecast decrease is due to the reallocation of funds to the Fish Creek carry forward project.

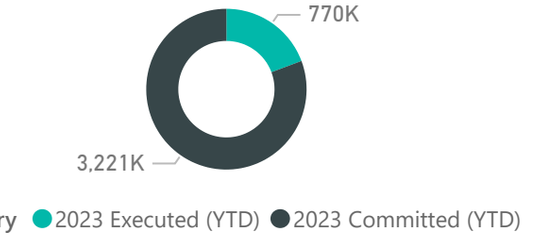
- Current year F&E purchases will be funded through Operating.

- The Library purchased three new vehicles.

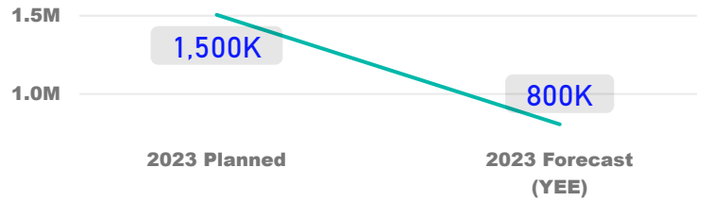
## Spending Profile -1-

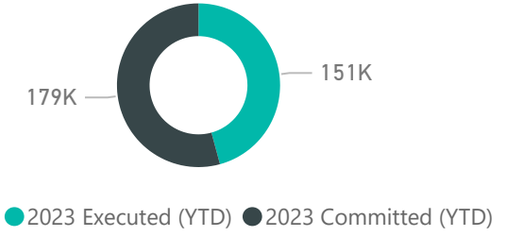
### Carry Forward Projects



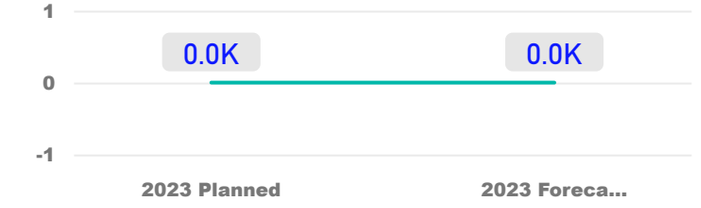




### Building

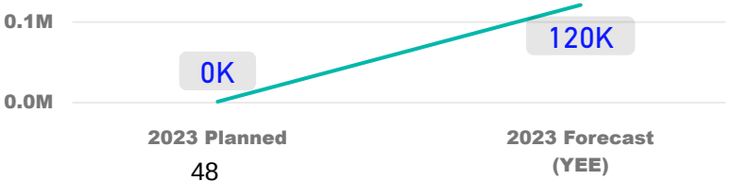


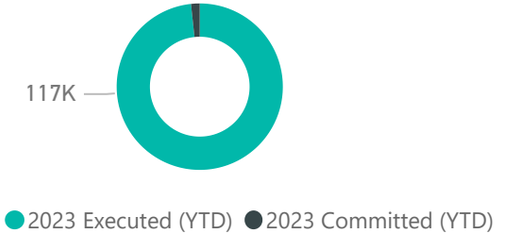




### Furniture



### Vehicles



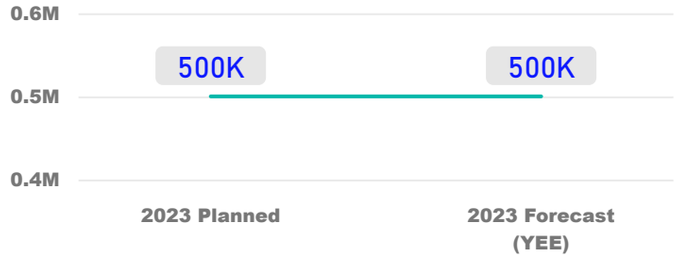
## Spending Profile -2-

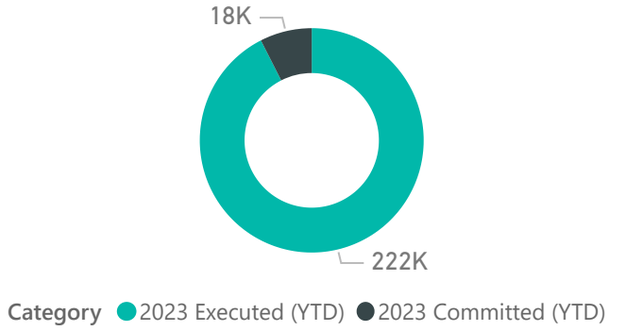
Commentary:

- IT lifecycle spending is mainly for network and end-user equipment replacement.

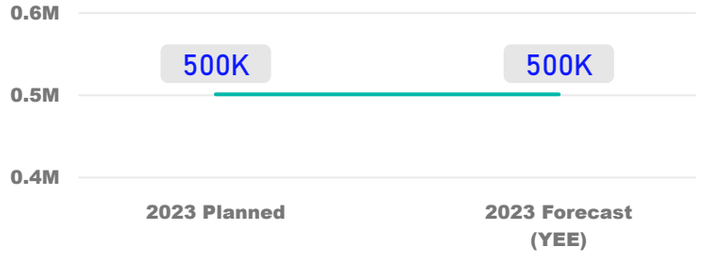
- Collections funding include $500K from Lifecycle.

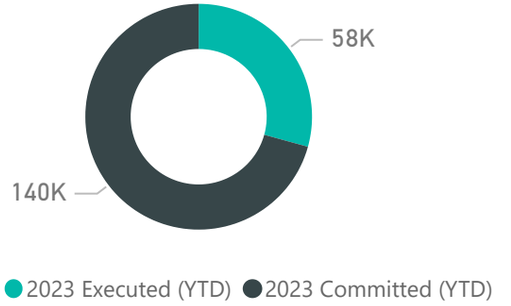
### Technology



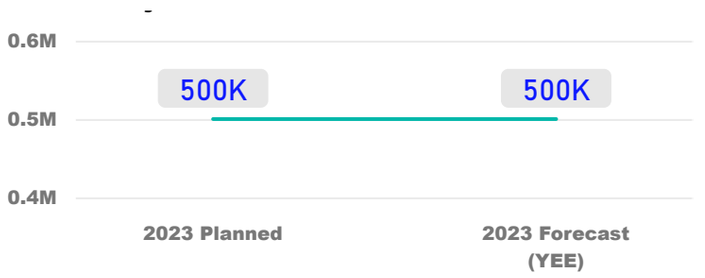



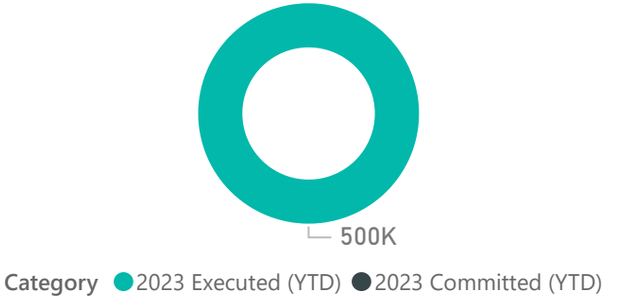

### Demand Maintenance - Small Projects




### Collections

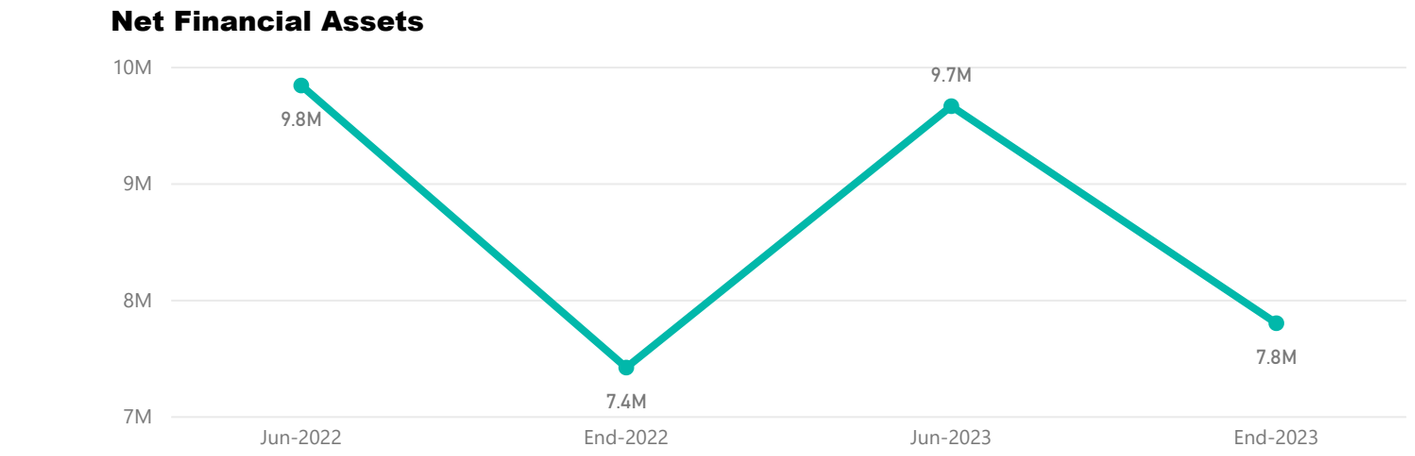


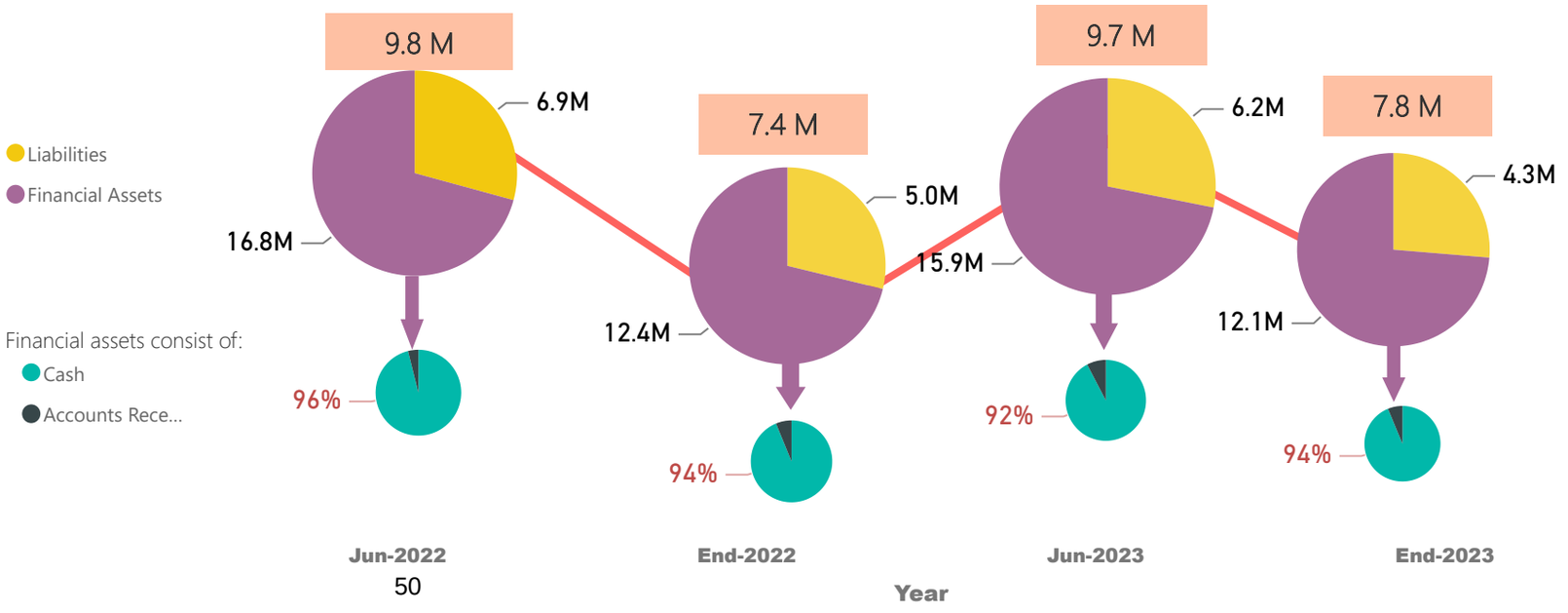



## Commentary

- Year-end forecasted Net Financial Assets is $7.8M, as of June 30, 2023.

# Statement of Financial Position with YEE, as of Jun 30, 2023



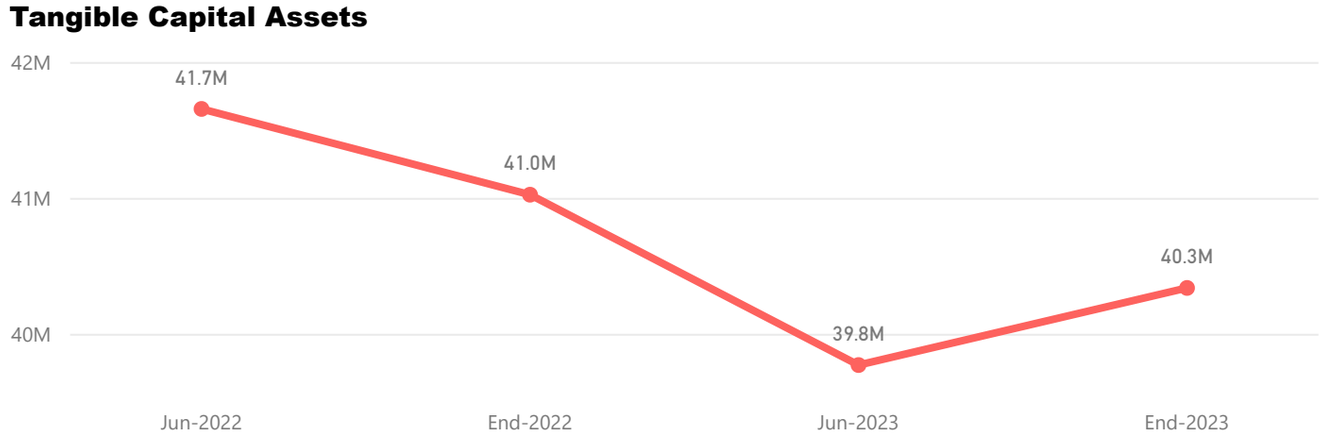
## Commentary

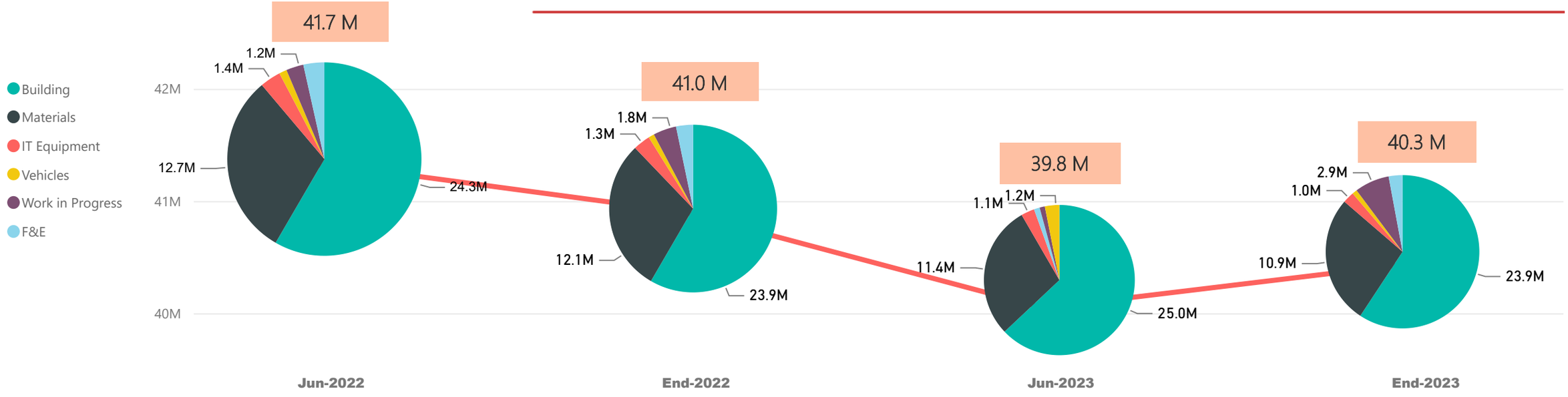
- Tangible Capital Assets decrease is due to higher amortization ($5.7M) than the new additions ($5.0M).

## Actions

2023 additions:
- Books: $1.5M
- Buildings: $3.4M
- Vehicles: $0.1M

## Statement of Financial Position with YEE, as of Jun 30, 2023



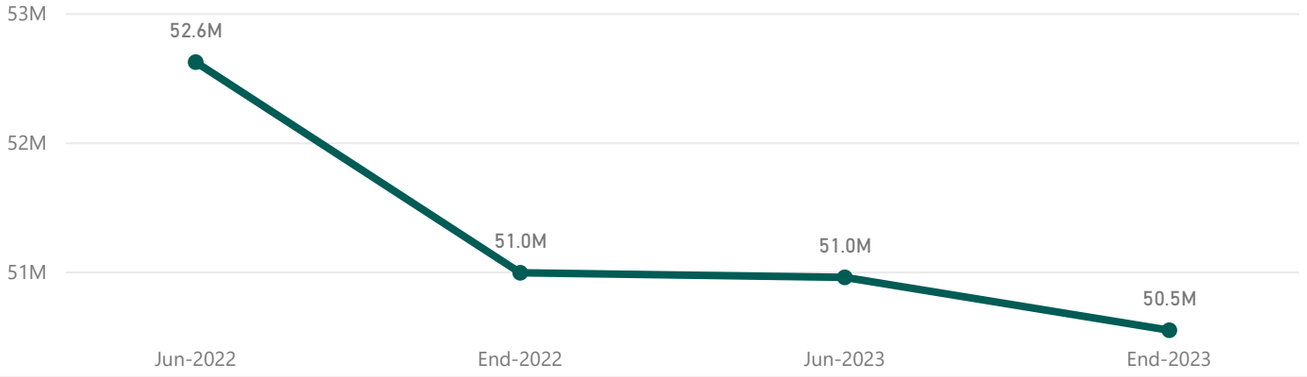



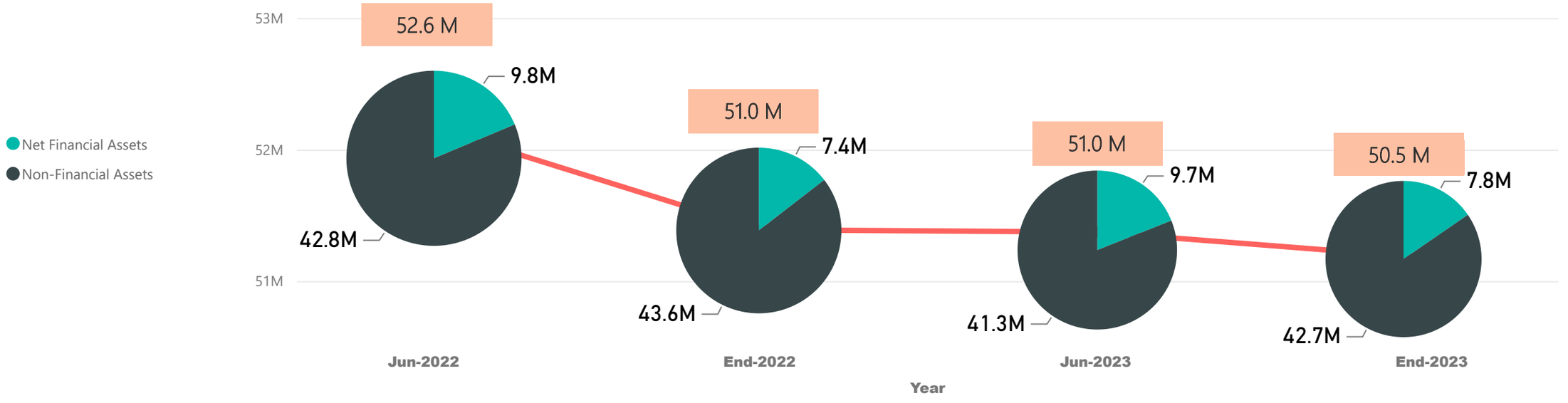
## Statement of Financial Position with YEE, as of Jun 30, 2023

### Commentary

- Decreased Accumulated Surplus is mainly due to the decrease in TCA compared to prior year.

**Accumulated Surplus**



**THE CALGARY PUBLIC LIBRARY BOARD**
**Management Report - Statement of Financial Position**
**As at**

| | 30-Jun-23 | 30-Jun-22 | 31-Dec-22 |
|---|---|---|---|
| **FINANCIAL ASSETS** | | | |
| Cash | 14,645,868 | 16,109,070 | 11,672,719 |
| Accounts receivable | 1,219,512 | 652,624 | 771,703 |
| | 15,865,380 | 16,761,694 | 12,444,422 |
| **LIABILITIES** | | | |
| Accounts payable and accrued liabilities | 2,539,228 | 3,141,084 | 4,357,728 |
| Deferred revenues | 3,665,680 | 3,782,704 | 669,973 |
| | 6,204,908 | 6,923,788 | 5,027,701 |
| **NET FINANCIAL ASSETS** | 9,660,472 | 9,837,906 | 7,416,721 |
| **NON-FINANANCIAL ASSETS** | | | |
| Tangible capital assets | 39,770,121 | 41,654,453 | 41,023,428 |
| Inventory | - | 40,507 | 30,099 |
| Prepaid assets | 1,524,721 | 1,087,627 | 2,520,521 |
| | 41,294,842 | 42,782,587 | 43,574,048 |
| **ACCUMULATED SURPLUS** | 50,955,314 | 52,620,493 | 50,990,769 |

**THE CALGARY PUBLIC LIBRARY BOARD**
**Management Report - Operating Activities**
**For the Period Ended June 30, 2023**

| | | Current YTD $ | Budget YTD $ | Budget Variance YTD $ | Total BUDGET $ | Total Forecast $ | Forecast Increase/ (Decrease) vs Total Budget $ | Total Forecasted vs Current YTD S | Comments (Favorable: F / Unfavorable: U) |
|---|---|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | | | |
| 5 | City of Calgary | 28,194,666 | 28,182,702 | 11,965 | 57,375,534 | 57,387,497 | 11,963 | (29,192,831) | **F -** City insurance proceeds |
| 9 | Province of Alberta | 3,604,491 | 3,427,599 | 176,892 | 6,864,917 | 7,218,700 | 353,783 | (3,614,209) | **F -** The forecasted increase reflects the population update of the Province's Per Capita Grant announced |
| 14 | Rent revenue | 86,655 | 78,000 | 8,655 | 156,000 | 156,000 | - | (69,345) | |
| 19 | Interest and other revenue | 953,242 | 452,420 | 500,823 | 917,885 | 1,526,285 | 608,400 | (573,042) | **F -** The forecasted increase reflects the projected interest revenue increase due to higher interest rate. The Library also received $100K shared reserve from the Genesis Centre and will receive $8K from Canada Summer Jobs for Summer Students |
| 22 | Grants and sponsorships | | | | | | - | | |
| | Grants and sponsorships - restricted | 1,793,194 | 1,334,977 | 458,216 | 2,408,439 | 2,833,328 | 424,889 | (1,040,134) | **F -** The favourable budget variance as of Q2 is due to expedited recognition of carried over grant from 2022, additional RFFs and with the progression of projects, of which a large portion is related to the Fish Creek Fire Truck Project |
| | Grants and sponsorships - unrestricted | - | - | - | - | - | - | - | |
| | | 1,793,194 | 1,334,977 | 458,216 | 2,408,439 | 2,833,328 | 424,889 | (1,040,134) | |
| 23 | Total revenues | 34,632,248 | 33,475,698 | 1,156,551 | 67,722,774 | 69,121,810 | 1,399,035 | (34,489,561) | **F** |
| **EXPENSES** | | | | | | | | | |
| 29 | Salaries and employee benefits | 19,470,561 | 19,816,848 | 346,286 | 43,404,580 | 43,123,433 | (281,147) | 23,652,872 | **F -** The favourable budget variance is mainly from Q1 because the salaries and benefits variance have been eliminated in Q2. |
| 32 | Collections | 3,828,403 | 3,817,575 | (10,828) | 6,388,605 | 6,447,608 | 59,003 | 2,619,205 | **U -** Collections remain very close to budget. The unfavourable variance will disappear by year end. |
| 48 | General operating | 5,596,261 | 5,936,024 | 339,763 | 10,580,179 | 10,516,393 | (63,787) | 4,920,132 | **F -** The favourable budget variance is due to timing of General Operating spending. |
| 54 | Building and equipment | 3,374,341 | 3,011,284 | (363,058) | 6,097,905 | 6,668,299 | 570,394 | 3,293,958 | **U -** The unfavourable budget variance reflects the Fish Creek Fire Truck Moving and Installation project spending. It was funded from the Foundation grant. |
| 74 | Occupancy Costs | 886,393 | 887,923 | 1,530 | 1,812,752 | 1,812,752 | - | 926,359 | |
| 75 | Amortization | 2,880,275 | 2,977,950 | 97,675 | 5,955,904 | 5,955,904 | - | 3,075,629 | **F -** The favourable budget variance is due to timing of TCA additions |
| 76 | Total expenses | 36,036,234 | 36,447,604 | 411,369 | 74,239,925 | 74,524,388 | 284,464 | 38,488,154 | **F** |
| | **(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:** | (1,403,986) | (2,971,906) | 1,567,920 | (6,517,151) | (5,402,578) | 1,114,572 | (3,998,592) | |
| | Transfer between lifecycle and operating | 1,068,975 | 1,068,975 | - | 1,601,363 | 1,748,968 | 147,605 | 679,993 | |
| | Transfer from prior year surplus | - | 646,992 | (646,992) | 646,992 | 646,992 | - | 646,992 | |
| | Unrestricted reserve from prior years | 3,976,854 | 3,329,862 | 646,992 | 3,329,862 | 3,329,862 | | (646,992) | |
| | Operating reserve | 3,000,000 | 3,000,000 | - | 3,000,000 | 3,000,000 | - | - | |
| | Transfer to asset management life cycle | (225,000) | (225,000) | - | (225,000) | (225,000) | - | - | |
| | Transfer to books capital | (671,133) | (721,104) | 49,971 | (1,462,111) | (1,517,111) | (55,000) | (845,978) | |
| | Add back amortization | 2,880,275 | 2,977,950 | (97,675) | 5,955,904 | 5,955,904 | - | 3,075,629 | |
| | **EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL** | **8,625,985** | **7,105,769** | **1,520,216** | **6,329,859** | **7,537,036** | **1,207,177** | 1,088,950 | |
| | Less unrestricted reserve from prior years | (3,976,854) | (3,329,862) | (646,992) | (3,329,862) | (3,329,862) | | 646,992 | |
| | Less operating reserve | (3,000,000) | (3,000,000) | - | (3,000,000) | (3,000,000) | | - | |
| | **EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL** | 1,649,131 | 775,907 | 873,224 | (3) | 1,207,174 | 1,207,177 | 1,735,942 | |
| | Government transfers for capital | 1,368,532 | 4,958,000 | (3,589,468) | 4,958,000 | 4,958,000 | - | 3,589,468 | |
| | Amortization | (2,880,275) | (2,977,950) | 97,675 | (5,955,904) | (5,955,904) | - | (3,075,629) | |
| | Purchase of books capital | 671,133 | 721,104 | (49,971) | 1,462,111 | 1,517,111 | 55,000 | 845,978 | |
| | Add back transfer to asset management life cycle | 225,000 | 225,000 | - | 225,000 | 225,000 | - | - | |
| | Transfer between lifecycle and operating | (1,068,975) | (1,862,878) | 793,903 | (1,601,363) | (1,748,968) | (147,605) | (679,993) | |
| | Less transfer from prior year surplus | - | (646,992) | 646,992 | (646,992) | (646,992) | - | (646,992) | |
| | Write off of tangible capital assets | - | | | | - | | | |
| | **Change in Accumulated Surplus** | (35,454) | 1,192,191 | (1,227,645) | (1,559,151) | (444,579) | 1,114,572 | 1,768,774 | |
| | | | | | | | | (480,033) | |
| | **Accumulated Surplus, beginning of year** | 50,990,768 | 50,986,815 | 3,953 | 50,986,815 | 50,990,768 | 3,953 | | |
| | **Accumulated Surplus, end of year** | 50,955,314 | 52,179,006 | (1,223,692) | 49,427,664 | 50,546,189 | 1,118,525 | | |



Calgary Public Library Restricted Use

| Lifecycle Funding and Spending Profile | Projects | Description | 2023 Planned | 2023 Forecast (YEE) | 2023 Executed (YTD) | 2023 Committed (YTD) | 2023 Total (YTD) |
|---|---|---|---|---|---|---|---|
| June | | | | | | | |
| **Funding Source** | | | **('000)** | | | | |
| | | **Carry Forward Funds** | 4,577 | 4,315 | 4,315 | - | 4,315 |
| | | **Current Year Funds** | 3,858 | 3,932 | 380 | - | 380 |
| **Total Funding Available** | | | 8,435 | 8,247 | 4,695 | - | 4,695 |
| **Spending Profile** | | | | | | | |
| | | **2022 Carry Forward Projects** | 3,488 | 3,738 | 770 | 3,221 | 3,991 |
| | | **Building - Lifecycle** | 1,500 | 800 | 151 | 179 | 330 |
| | | **Demand Maintenance** | 500 | 500 | 58 | 140 | 198 |
| | | **Vehicles - Lifecycle** | | 120 | 117 | 2 | 119 |
| | | **Technology** | 500 | 500 | 222 | 18 | 240 |
| | | **Collections** | 500 | 500 | 500 | - | 500 |
| **Total Spending Profile** | | | 6,488 | 6,158 | 1,818 | 3,560 | 5,378 |
| **Total Funds Available** | | | 1,947 | 2,089 | 2,877 | | 2,869 |

| Operating Reserve Fund | Projects | Description | 2022 Carry Forward | 2023 Planned | 2023 Executed | 2023 Committed | 2023 Total |
|---|---|---|---|---|---|---|---|
| **As at June 30, 2023** | | | | | | | |
| **Funding Source** | | | **('000)** | | | | |
| | | **Carry Forward Funds** | 3,000 | - | - | - | 3,000 |
| | | **Current Year Funds** | - | - | - | - | - |
| **Total Funds Available** | | | 3,000 | | - | - | 3,000 |
| **Spending Profile** | | | | | | | |
| | Carry Forward Projects | | | | | | |
| | | **2022 Carry Forward Projects** | - | - | - | - | - |
| | New Projects | | | | | | |
| | | **2023 Projects** | - | - | - | - | - |
| **Total Spending Profile** | | | - | | - | - | - |
| **Total Funds Available** | | | 3,000 | | - | - | 3,000 |

# CALGARY PUBLIC LIBRARY FOUNDATION UPDATE

SEPTEMBER 2023

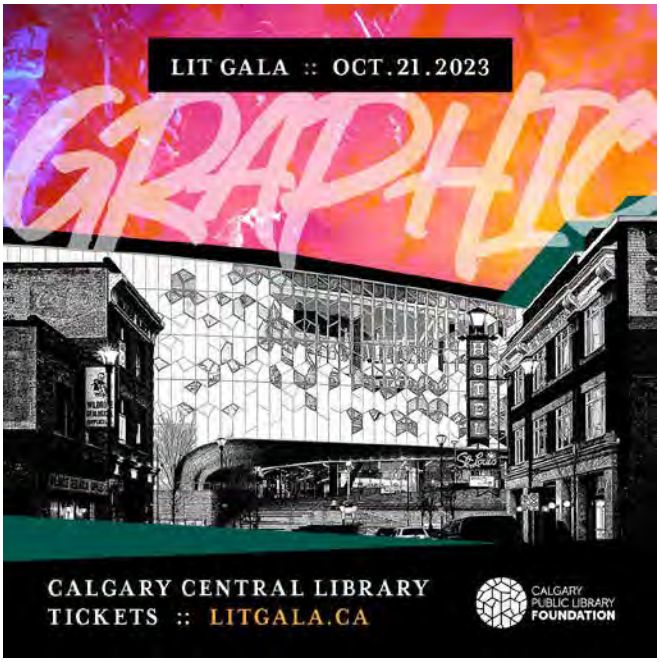
## HIGHLIGHTS

- The Ladder Up on Literacy Campaign for Engine 23 is growing in momentum. The launch of our **"Buy a Brick" campaign** on August 18th was well-received by our donor community. Donors can purchase bricks with personalized messages for $123.
- **LibraryStore+**, the Central Library temporary store, extended hours during the summer months. LibraryStore+ operations will wind down but LibraryStore (the online version) will remain. Since opening in March, Library Store+ has raised $20,823 in gross revenue, serving more than 3,900 patrons.
  - › To increase awareness of the Foundation, LibraryStore also had **pop-up booths** at the Lilac Festival, the Shawnessy Library Stampede Breakfast, and the Library's Volunteer Appreciation Breakfast.
- The **May Direct Mail** focused on removing 1,090 children from the My First Bookshelf waitlist, went to 12,600 addresses and raised $24,867.
- The **September Direct Mail** appeal landed in ~13,000 mailboxes and features an ask to help enhance Collections.
- During Calgary's Pride Week, donors enabled the Library to invest **$100,000 in 2SLGBTQ+ books and resource**s. CityNews covered the story.
- On July 18, we **announced a $100,000 gift from Shoppers Foundation for Women's Health** in support of the Free. Period. Initiative. This generous contribution will enable Calgary Public Library to offer free access to menstrual products at all 21 Calgary Public Library locations. CityTV and the Calgary Herald covered the story.
- CTV interviewed Tracy about the effects of the Library moving to a **Fine Free model three years ago**.
- Through the **Shaw Charity Classic – Birdies for Kids** matching program, $20,571 will be matched up to 50%.
- New **major gift highlights** include new legacy commitments, support of Louise Riley Library, Indigenous Services, Borrow a Computer, Wellness Desk, Crowfoot Library, Collections, My First Bookshelf and highest priority needs.

# CALGARY PUBLIC LIBRARY FOUNDATION UPDATE

SEPTEMBER 2023

## UPCOMING EVENTS




- Lit Gala is less than one-month away on October 21st. This year's theme is inspired by the world of the graphic novel: A vibrant palette of expression. A constant dialogue of images, thoughts, and voices. Larger-than-life figures performing awe-inspiring feats. Dreams that come alive in rich, full detail. Stories that show as much as they tell.
  - › **Proceeds from the 2023 Lit Gala** will support free, accessible and high-quality children's programs, services and spaces at Calgary Public Library.
  - › A **Lit Gala online auction** and **50/50** will launch in October. Additionally, a unique fundraising activation called "Blind Date with a Book" will take place at the event.
- On November 24, we will welcome back the beloved **Locked Library** event at Central Library. Locked Library: The Book Case is currently offering early bird tickets until October 28th. To date, more than 180 tickets have been sold.
- On November 28th, the Foundation will host a **Fundraising Breakfast** at Central Library. This is a free event held on Giving Tuesday. Last year, we raised more than $90,000 in support of the Library. Board members are encouraged to attend or help fill a table.
- The **Holiday Direct Mail** will launch mid-November followed by the Charitable Gift guide in early November.
  - › A **holiday 50/50** will run from November 23 – December 21

*"As a young child, one of my favorite memories was going to the Village Square library with my family. Now that I have my own toddler, I was so excited to get us memberships and explore the libraries around the city. It is so amazing to see how the CPL has adapted and evolved to keep up with ever changing technology. My son loves to check on the app if books in a series are available to place on hold for our next visit. The introduction of 'no late fees' a few years ago was something very surprising, but really shows the trust that the CPL puts into our community.*

*We wanted to support the CPL because it is a very important part of our lives and provides a haven for the community. We cannot wait to see Engine 23's new home and have a piece of history on the wall for a decade!"*

*- Maria, Engine 23 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 | |
| 2. Public Libraries Service Branch (PLSB) Annual Survey (in camera) | A | | | | | | | | | | | | |
| **General Board Governance** | | | | | | | | | | | | | |
| 3. Chair and Vice-Chair Appointments | | | | | | | | | | | X | | |
| 4. Standing Committee Appointments | | | | | | | | | | | X | | |
| 5. Standing Committee Chair Appointments | | | | | | | | | | | X | | |
| 6. ALTA Representative Appointment (optional) | | | | | | | | | | | X | | |
| 7. Delegate Selection for Calgary Public Library Foundation Board | | | | | | | | | | | X | | |
| **Governance Committee** | | | | | | | | | | | | | |
| 8. Meeting Report(s) | I | | I | | I | I | | | I | | | I | |
| 9. Organizational Meeting Review and Recommendations | I | | | | | | | | | | | | |
| 10. Board Self Evaluation Results Review and Recommendations | | | I | | | | | | | | | | |
| 11. New Member Appointment Recommendations (in camera) | | | | | | | | | A | | | | |
| 12. New Member Orientation | | | | | | | | | X | | | | |
| 13. Board Governance Bylaw Review (revisions require Board approval) | | | | | | | | | I | | | | |
| 14. Board Policy Review (revisions require Board approval) | | | | | | | | | I | | | | |
| 15. CEO Performance Review (in camera) | | | | | | | | | I | | | | |
| **Strategy and Community Committee** | | | | | | | | | | | | | |
| 16. Meeting Report(s) | I | | I | | I | I | | | I | | | I | |
| 17. Community Library Liaisons | A | | | | | | | | | | | | |
| 18. Board Retreat Recommendations | I | | | | | | | | | | | | |
| 19. Board Advocacy Recommendations | | | | | | | | | | | | | |
| 20. Strategic Plan (2022, 2026, 2030) | | | | | | A | | | | | | | |
| **Audit and Finance Committee** | | | | | | | | | | | | | |
| 21. Meeting Report(s) | I | | I | | I | | | | I | | | I | |
| 22. Annual Budget | A | | | | | | | | | | | | |
| 23. Annual Financial Audit | | | 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. Revolving Credit Facility Confirmation | **A** | | | | | | | | | | | | |
| 25. Operating Reserve Fund Review | **I** | | | | | | | | | | | | |
| 26. Quarterly and Annual Financial Review | **I** | | **I** | | **I** | | | | **I** | | | **I** | |
| 27. Quarterly and Annual Risk Review | **I** | | | | **I** | | | | **I** | | | **I** | |
| **Calgary Public Library Foundation** | | | | | | | | | | | | | |
| 28. Report to the Board | **I** | | **I** | | **I** | **I** | | | **I** | | | **I** | |