

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, January 31, 2024
Central Library Boardroom 0-11

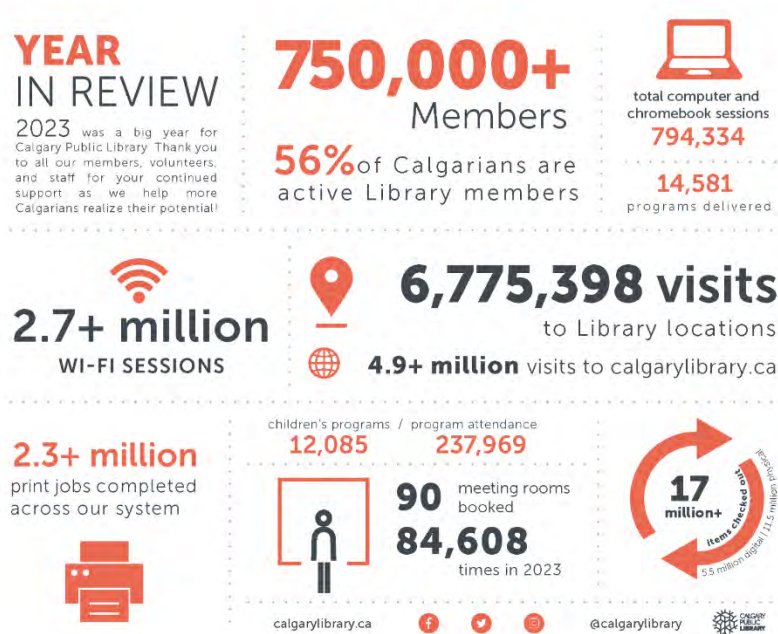


1. **Treaty 7 Land Acknowledgment**
Aaron J. Noga, Board Member
2. **Chair's Welcoming Remarks**
3. **Review of Agenda**
4. **Consent Agenda**
5. **Business Arising**
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 - B. Business Arising from the Minutes
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Crystal Manyfingers, Strategy and Community Committee Chair *Information*
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Haritha Devulapally, Audit and Finance Committee Chair *Information*
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Haritha Devulapally, Audit and Finance Committee Chair *Information*
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Haritha Devulapally, Audit and Finance Committee Chair *Approval*

D.	MOTION 2024 Operating Budget <i>Haritha Devulapally, Audit and Finance Committee Chair</i>	36 <i>Approval</i>
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A.	MOTION Calgary Public Library Foundation Update <i>Tracy Johnson, CEO Calgary Public Library Foundation</i>	39 <i>Information</i>
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CEO Report January 2024

As we start a new year of growth and transformation at Calgary Public Library, I want to take a moment to reflect on the record-breaking journey we've had in the past year. Earlier this month we released our annual Year in Review statistics and our Library had its biggest year yet, reaching records in membership and circulation. Here are a few highlights:



As we enter 2024, our biggest message for Calgarians is that their Library is ready to grow even further. With our [2023-2026 Strategic Plan](#) to guide us, the Library is preparing to scale up operations and open four new locations in the coming years. This is occurring as more people move to our city, with an estimated 62 new Calgarians each and every day. I see this year as a critical time for us to further work in three areas:

- **Scaling Up Our System:** ensuring our people, spaces, and services are ready for the future.
- **Better Business:** looking at our resources, operations, and capacity to be efficient and effective.
- **Technology and Innovation:** creating strong technology foundations for great service and investing in service innovation.

We have so many exciting plans to share with our community this year. We will continue to Create Purpose Together: recognizing milestone location birthdays for Bowness Library (60 years), Judith Umbach Library (50 years), and Louise Riley Library (65 years); creating and maintaining safe and welcoming spaces for all; seeking to better understand one another through the free exchange of ideas; and facilitating community-based programming around National Indigenous History Month, Pride Festival, Black History Month, and much more.

We will continue to Champion a Sense of Belonging: expanding outreach activity with a focus on increasing engagement with newcomers and adults; reviewing and revitalizing our world languages materials to respond to community needs; furthering our commitments to Truth and Reconciliation, and serving our commitment to equity, diversity, and belonging, for staff and the public.

We will continue to Energize Lifelong Learning by developing a Digital Equity Plan, responding to pandemic-related literacy and learning loss; and expanding early learning centres at Fish Creek and Louise Riley libraries.

A recent update from Red Deer Public Library reminded me of the importance of our ongoing commitment to service innovation and trying new things. Inspired by our advancements in automation and self-serve as displayed at Rocky Ridge Library, Red Deer Public Library opened a 640-square-foot library in a recreation centre. This grab-and-go space helps activate a partner facility, bring convenient options to young families in the areas, and is a cost-effective way to bring valuable service to the community. It's pretty incredible when other communities' libraries get better because of work and innovations that have happened here in Calgary.

Government Relations

A few weeks ago, we sent a letter to the Minister of Municipal Affairs expressing our appreciation for the 5% increase to our funding from 2016 levels in Budget 2023. With that change, funding remains tied to 2019 population data, meaning Alberta's public library systems continue to feel the pressure of a funding gap brought on by inflation as well as the rapid population growth resulting from the Province's Alberta is Calling campaign. Our letter asked that the Province commit to automatically increasing its library grants to reflect more current population levels, in line with other ministry grants, and to update the per capita rate to \$6.59 to reflect the inflationary increase of 18.8% from 2016.

The Library is looking forward to meeting with the Downtown Safety Leadership Table to discuss our experiences and concerns around safety around Central Library. This group recently listed the Library's outreach and partnership work with Salvation Army and Fort Calgary as an example of the kind of work they wish to see more of in the city. The Library sees outreach and the activation of community spaces as part of our larger community work, one that helps create a sense of belonging for all and extends services to those who need it most. We will be working closely with our partners to review and evaluate this new initiative over the coming months.

We continue to engage with City Councillors and our partners in City of Calgary administrative departments to ensure they are aware of the challenges we face as well as the ways in which we are reliable partners in serving the people of Calgary. In January, we experienced record-breaking cold weather, which is always a reminder of the importance of safe and welcoming indoor spaces. All Library locations are available as [Cold Weather Emergency Supports](#) in partnership with the City of Calgary and the Calgary Homeless Foundation.

System Developments

We reached a new milestone by the end of 2023 with almost 4.5 million digital books borrowed in Libby this year. This illustrates the Library's commitment to serving the community in innovative ways, including a large catalog of eBooks, eAudiobooks, and other digital media. It also speaks to

the efforts of our Collections department who work hard to provide appealing, accessible titles curated in compelling booklists to help our members find great titles.

Library staff made appearances on 660 News, CBC, Global News, and QR Calgary to talk about the *Top Books of 2023*, our lists of the past year's most circulated titles. This was an exciting year in the world of book lovers with the ongoing impact of BookTok. We are proud to be a leader in maintaining collections that are responsive to the evolving interests of readers. This year marked a move away from longstanding bestsellers towards new voices and audiences. An explosion of interest in the fusion genre of fantasy romance this past year has our Collections department closely monitoring trends for 2024 as the romance influence continues to grow and cross into other genres, including mystery and science fiction.



Service Design Lead Amanda Arbuthnot on Global News discussing 2023's most popular trends.

In 2023, Program and Volunteer Planning onboarded 1,312 new volunteers (971 youth, 341 adults). At year end, the Library had 2,402 volunteers, including those serving on the Calgary Public Library and Calgary Public Library Foundation Boards. Library leadership and staff extend our deep appreciation to these incredible volunteers for contributing over 46,000 hours throughout the year.

Renovations are currently underway at the café spaces in Central Library as we prepare to welcome Second Cup as our new food and beverage partner. Second Cup is the largest Canadian specialty coffee retailer and this location will be operated by a local business owner experienced in providing library café service as a partner of Edmonton Public Library. The interior kiosk located on Level 1M beside the Jocelyn Louise Anderson Children's Library is expected to open this spring. The 1,850 square foot exterior café located along 3 Street SE will open later this year.

Last year, the Innovation Engine *City as Library* project identified an opportunity for a new service model addressing hyper-local community needs in some communities that are particularly underserved as they await new library facilities in their area. Work is now underway to turn this concept into reality and deliver a unique space and service model to residents in the northeast communities in and around Skyview Ranch. More news will be shared as we continue to move forward with this exciting project in 2024.

In December we celebrated staff at our annual Kudos Awards Ceremony at Central Library. There were a record-breaking 356 nominations for staff showing exemplary character, skill, and customer service acumen. Our staff make an impact every day and I never tire of hearing the inspiring stories shared about our nominees. Congratulations again to Faye Blais (Allyship Champion), Kevin Stebner (Innovation Champion), Janette Bosing (Ray of Sunshine), Irtaza Saif (Rising Star), Yi Chou

(Unheralded Wonder), Diana Katalinic (Visitor Experience), Allison Thomson (Kudos Champion), and Becky Potter (Outstanding Work Supporting Systemwide Operations).

Operational Highlights

I would like to take a moment to thank our outgoing Employee Engagement Action Team (EEAT) members for their contributions to the Library in 2023 and extend a welcome to the new cohort for 2024. EEAT is an advisory group working on engagement tactics throughout the year to support a positive workplace culture.

In December, the Library Foundation received confirmation that a new charitable grant is on the way to support expansion of Wellness Desk hours from four to seven days per week at Central beginning in February and retaining one day of service each week at Shawnessy and Crowfoot libraries. In January, Wood's Homes released a new ad promoting the Wellness Desk they offer in partnership with the Library. The 30-second video shows anonymous visitors as they travel through Central Library to the Wellness Desk, which provides access to free mental health and addictions support, health information, and referrals to services. The Wellness Desk supported 732 users in 2023 and more than 88% of its users reported that they had clear next steps to take after their visit. In the second half of 2023, visits to the Wellness Desk increased by 112% over the first six months of the year, demonstrating the increasing need for this service in the community.

In 2023, our Newcomers Desk supported 1,420 patrons across seven Library locations: Central, Country Hills, Crowfoot, Forest Lawn, Saddlestone, Shawnessy, and Village Square. Visitors to the Newcomers Desk can meet one-on-one with one of our partners from Calgary Catholic Immigrant Society (CCIS), Immigrant Services Calgary (ISC), or the Calgary Immigrant Women's Association (CIWA) to be connected with settlement supports. This service will continue in 2024 and is a free resource for any newcomer in need of referrals, document translation, language learning, child support, education, skills training, employment, community connections, and more.

We had a wonderful virtual Caretakers of the Land session with Experience Métis in December. Métis presenter Amy Barton explored the history of how the Métis sash has been incorporated into their culture: its origins, historical uses, the significance of colours in the past, and the modern sash design we see today. The session was attended by 47 classes, reaching over 1,100 students.

In November, we welcomed the new Elder in Residence, Evelyn Good Striker, a Lakota Dakota woman from Standing Buffalo First Nation in Saskatchewan and Cheyenne River Sioux Tribe in South Dakota. The Library has been fortunate to work with Elder Evelyn since 2017 when she was the Elder for the Igniting the Fire program funded by Calgary Learns. She has also been part of the Elder Guidance Circle program since its inception and supported the development of Sharing Circles for staff training through 4 Seasons of Reconciliation. Since becoming the Elder in Residence, she has been busy visiting community library locations to meet with staff and share knowledge of plant medicines, smudge protocol, and how to provide support when an Indigenous patron would like to smudge in a Library using one of our portable ventilators. Individuals have also been meeting her to learn more about land acknowledgments, reconciliation, and Indigenous perspectives on our spaces and collections. Staff have been deeply appreciative of the opportunities to connect with Elder Evelyn for these important teachings.

We celebrated Winter Wonderland throughout December at Central and Memorial Park libraries. Activations were provided in partnership with the Mayor's Office, Calgary Fire Department, Calgary Hitmen hockey team, and a variety of local artists and performers. A highlight was the Mayor's Holiday Storytime at Central Library. Mayor Jyoti Gondek read books voted on by Calgarian students to a crowd of almost 200 participants who had gathered to share in the joy of storytelling.



Mayor Jyoti Gondek and Children's Librarian Jennifer Mason

The Library rang in the New Year at select locations with fun activities for visitors of all ages. Afternoon celebrations included special storytimes, refreshments, face painting, selfie stations, resolution boards, and an early countdown for kids. Over 7,450 attended the family-friendly programming at Central, Crowfoot, Saddletowne, Shawnessy and Signal Hill.

Teens continue to make use of Library spaces and some locations near high schools must get creative when large groups visit during their daytime breaks. Village Square Library was seeing large groups of teens flooding the location at lunchtime each day, leaving seating at a premium in this busy location. Staff quickly responded to the need, transforming their largest program room into a daytime teen area with space for teens to eat, play games, and chat with staff. Staff noted the importance of the Library's Teen Engagement Strategy and training in 2023 to help adapt to the needs of teens.

A few weeks ago, I was honoured to be asked by leadership at Fort Calgary to join them for a Big Smoke, a Blackfoot ceremony organized in consultation with the Fort Calgary Indigenous Advisory Council and Blackfoot Women's Circle. Community partners were invited to attend this night-long ceremony to show support for Fort Calgary's future planning and community engagement in a time of change for their organization. Fort Calgary recognizing their relationship with the Library in this special way helps demonstrate the critical role we serve not only to individual community members but to our partner organizations around the city.

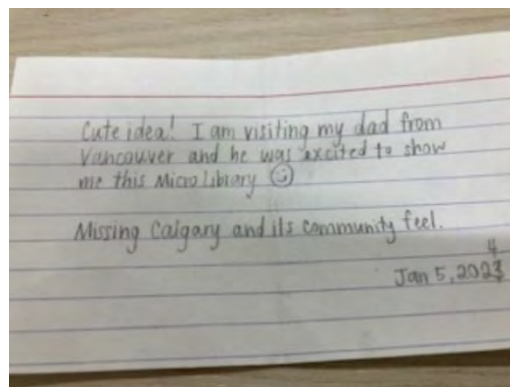
For most of January, Central Library hosted the [50 Shades of Brown](#) exhibit, a collection of photographs honouring and uplifting Two-Spirit and Indigiqueer people living in Mohkinstsis and Treaty 7 territory, creating visibility in the community while celebrating diversity. This beautiful work was created by Marshall Vielle in partnership with Centre for Sexuality, featuring photography by Anna Bluebird and a soundscape by Sings Many Songs Women, a women's hand drum, songs, healing and empowerment group.

Last week marked the beginning of a new series hosted in partnership with The University of Calgary Cumming School of Medicine. Each session of Science in the Cinema will feature films and talks exploring topics of interest to a variety of departments at the school. We opened with a screening of *Beautiful Boy*, a film that explores the impact of addiction on a family, which was followed by a discussion in partnership the Mathison Centre for Mental Health Research and Education as well as the Calgary Counselling Centre.

On January 25, the Library hosted over 510 participants for a virtual talk with Susan Eisenhower, the granddaughter of former U.S. President Dwight D. Eisenhower, in honour and recognition of International Holocaust Remembrance Day. This was hosted in partnership with the Calgary Jewish Federation, the Jewish Federation of Edmonton, and Edmonton Public Library.

While locations have been busy throughout the end of last year, our services outside of our spaces are also popular this winter. Our Homebound Readers service delivers books to Library members unable to visit locations in person to pick up their holds. This service always sees increased need during winter months when mobility is more difficult for many of our members. Volunteers spent over 1,000 hours delivering books to nearly 150 homebound readers in 2023.

The Walden Micro Library continues to be very popular and has become a destination for community members in southeast Calgary. The Walden Micro Library is a converted mini-greenhouse filled with books that patrons are invited to borrow and return at their convenience. This installation was so popular in the summer of 2023, that its service was extended. Patrons are browsing, borrowing, and returning books, building those essential library habits while they wait for their permanent community library location to be built in the neighbourhood.



We are proud of two new digital literacy programs being delivered through virtual and in-person visits to schools. Debunk the Junk for grades 4 – 6 and True Story, Better Source for grades 7 – 9 are interactive opportunities for students to be introduced to the concepts of misinformation and disinformation through real examples in online media. Students are introduced to the [Digital Library](#) for trusted sources and are taught critical thinking skills and media literacy to serve them in their school work and beyond.

The work to renovate Fish Creek Library is continuing in 2024 and we appreciate the patience of staff and the public while areas are rearranged periodically to accommodate each stage of the project. Fish Creek staff have shown extraordinary resiliency and have used this as an opportunity to focus on outreach, visiting 21 sites and connecting with over 680 participants in a two-month period.

They have also been creative in finding ways to host drop-in Family Storytime twice each week throughout the renovation, using different spaces as they become available. As 2024 kicks off, work is ramping up to complete the lifecycle renovation of the 44,500 square foot location and complete the build of the new Engine 23 learning experience.

Impact Moments

Over 4,700 kids have taken part in My First Bookshelf and the program continues to have a large waitlist. Here is a note from a family who graduated from the My First Bookshelf program:

The end of an era! We will miss the exciting adventure in the mail every month, it's truly one of the coolest programs. Even my 7yo (who was too old when it debuted here) loved to see the new book every time. We've discovered so many worlds that we wouldn't have otherwise. I mention the program to parents with young children every chance I get. Thank you so much!

Read with Me helps young readers in Grades 1 to 6 discover the magic of reading by being paired with a volunteer reader. From a Read With Me volunteer:

When my reader got through her first book 100% by herself, she was so proud that when her dad came to pick her up, she wanted to read it to him again right away. She checked it out too so she could read it to him in the car on the way home!

The Library's English Conversation Group program is often cited as an important first step for newcomers to feel a sense of belonging. An email message from an English Conversation Group volunteer:

CPL and all its staff are one of the best resources in Calgary. I find volunteering with this program very rewarding. The participants are keen to share their stories and to practice, and I learn about the world from them, through their experiences in their home countries and their journey as new Canadians. It is great to see clients participate more and form friendships as the six weeks progresses. One Ukrainian at Central Library told me he was in English classes 3 times a week, but ECG was more useful. The English classes were very big, he learnt grammar and structure but rarely got to speak and practice pronunciation. Clients also learn about Canadian weather, culture, and norms. By sharing our stories, we all help each other, from shopping tips to Winter driving to personal challenges and triumphs.

The Book Truck regularly visits the Applewood Calgary Housing Company and Outreach team members regularly receive appreciative cards from the children there. In addition to several holiday cards, we recently received the following thanks from our partners at Calgary Housing:

You have contributed to nurturing and strengthening the overall wellness of the children that attend your programs during those peak hours after school, social integration of individuals and families, supported with community events in some way, overall safety, and wellbeing of families in the complex, and have contributed to our goal for a safe and vibrant community.

The Library's Coding Buddies program helps school-age learner understand the basics of coding and kids can even create their own game. Staff shared a special story from a recent program:

On the last day of Signal Hill's Coding Buddies series, we had special guests from the community. A group of three junior high robotics team students came and gave a robot demonstration to the class. The robot was performing some simple tasks picking up objects, moving side to side and rotating 360 degrees. The team also showed how they made this complicated machine with computer coding work. The little buddies were amazed at how similar the robot's coding was with our coding in class. The students shared that they had been meeting in the Signal Hill program room every Saturday to build their robot and gather ideas. It was truly wonderful to see how our meeting space was used for community work like this, and that they were able to share it with the Coding Buddies group.

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, January 10, 2024
5:30 pm

Board in Attendance:

- Dana Saric (Chair)
- Al-Karim Khimji
- Crystal Manyfingers
- Aaron J. Noga

Regrets:

- Kate Andrews
- Haritha Devulapally
- Gillian Hynes
- Evan Legate

Administration in Attendance:

- Sarah Meilleur, *CEO*
- Amanda Robertson, *Executive Assistant*
- Heather Robertson, *Director, Service Design and Innovation*

1. Treaty 7 Opening

Dana Saric respectfully opened the meeting with a land acknowledgment.

2. Review of Agenda

MOVED by Aaron J. Noga that the January 10, 2024 Agenda be approved as presented.

Carried unanimously

3. Approval of Minutes

In the absence of Haritha Devulapally, the remaining Board member who had been in attendance at the October 3, 2023 meeting of the Governance Committee, the Committee directed Administration to include a review and approval of the minutes in the agenda of the February 7, 2024 meeting.

ACTION – That Administration add the October 3, 2023 minutes to the agenda of the February 7, 2024 meeting.

4. Business Arising

None.

5. Mini Moment

Heather Robertson shared an impact moment from the Salvation Army's new Central Outreach team who is partnering with the Library to help activate exterior spaces and was able to connect a vulnerable member of the community with resources in a time of crisis.

6. Board Relations

A. Review Organizational Meeting Process

The Committee discussed the November 8, 2023 Organizational meeting and whether there were any gaps in the execution of the meeting's agenda. Administration confirmed that the constraints of holding the meeting that week are in response to the schedule of City Council making its appointments and the Library Board's desire to appoint representatives to the Calgary Public Library Foundation Board before the Foundation Board's November meeting each year.

The Committee did not request any changes to the timing, content, or format of the meeting before it takes place again in 2024.

Al-Karim Khimji joined the meeting at 6:10 pm.

B. Governance Committee Mandate Review

The Committee reviewed its mandate and determined that no changes are needed at this time.

7. Board Recruitment

A. Review Board Member Re-Appointment Process

Heather Robertson reviewed the Board member re-appointment process as well as the general outline of the annual recruitment process. Administration confirmed that the recruitment service provider remains under contract until April 2025 with the option to renew for two additional one-year terms if the Committee and Board remain satisfied with the support received from the vendor.

The Committee did not request changes to the process document at this time.

8. Board Self-Evaluation

A. Board Self-Evaluation Survey Results

The Committee reviewed the results of the 2023 Calgary Public Library Board Self-Evaluation Questionnaire, including trends, themes, and direct comparison to results captured in 2022. Six Board members participated from a possible nine, down from seven participants the previous year. The Committee discussed possible means of encouraging higher participation in 2024.

As part of its workplan, the Committee will review the questions, format, frequency, and timing later this year.

The Committee directed Crystal Manyfingers to take an update to the Board Retreat Planning Committee regarding some of the themes that emerged from last year's feedback, including a desire for teambuilding, requests for additional professional development opportunities, and a need for a deepened understanding of equity, diversity, inclusion, and belonging.

B. Exit Interview Results

In the absence of Haritha Devulapally and Evan Legate, the two Board members who participated in the most recent exit interviews, the Committee directed Administration to include this discussion item in the agenda for the February 7, 2024 meeting of the Governance Committee.

ACTION – That Administration add the Exit Interview Results to the agenda of the February 7, 2024 meeting.

9. Governance Committee Workplan Review

The Committee directed Administration to revise the workplan as follows:

- Reschedule #6 to January as this item was completed during another report (*Review Board Recruitment/Appointment process to determine needs and confirm strategy*)
- Reschedule #24 to February as it could not be completed in January (*Review of exit interviews*)
- Revise #30 to read “Develop guidelines *in accordance with* the bylaws for actioning volunteer committee member options” for clarity

ACTION – That Administration revise the workplan as directed.

10. Other Business

None.

11. Adjournment

MOVED by Al-Karim Khimji that the meeting be adjourned at 7:01 pm.

Transcribed by Amanda Robertson.

Dana Saric
Committee Chair

Unapproved Minutes
Strategy and Community Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, January 17, 2024
5:30 pm

Board in Attendance:

- Crystal Manyfingers (Chair)
- Kate Andrews
- Al-Karim Khimji
- Evan Legate
- Margaret Wu

Regrets:

- Gillian Hynes

Administration in Attendance:

- Sarah Meilleur, *CEO*
- Mary Kapusta, *Director, Communications and Engagement*
- Laura Komianos, *Executive Assistant*
- Paul Lane, *Director, Strategy and Planning*
- Melissa Legacy, *Director, Visitor Experience*
- Trevor Myers, *Business Analyst*
- Heather Robertson, *Director, Service Design and Innovation*

1. Treaty 7 Opening

Evan Legate respectfully opened the meeting with a land acknowledgment.

2. Chair's Opening Remarks

Crystal Manyfingers welcomed everyone to the first meeting of the new Strategy and Community Committee after its formation at the 2023 Organizational meeting.

3. Review of Agenda

MOVED by Evan Legate that the January 17, 2024 Agenda be approved as presented.

Carried unanimously

4. Approval of Minutes

MOVED by Evan Legate that the minutes of the October 11, 2023 Strategy and Community Committee meeting be approved as presented.

Carried unanimously

5. Business Arising

None.

6. Q4 2023 Strategic Scorecard Review

Trevor Myers presented the Strategic Scorecard report, which reviews 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 Strategic Scorecard reports on three Key Performance Indicators (KPIs): **Products**, **Engagement** and **Impacts**. Products and Engagements are reported on a quarterly basis, while 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 is the sum of physical and digital circulation as well as usage for virtual learning resources. Q4 2023 was the highest quarter ever recorded for content circulation at 4.43 million, up 1.8% from Q3 2023. Annually in 2023 there were over 17 million circulations, the highest number ever reported at the Library and a 14% increase over 2019, the last pre-pandemic year during which the Library experienced more typical usage patterns than those seen during intermittent public health restrictions.

Spaces include both visits to physical locations and to the Library website, reaching 3.07 million in Q4 2023. Visitation increased by 20% in 2023 over 2022. By year end, Library visitation had reached 88% of 2019 traffic.

Experiences includes the programs and outreach sessions conducted by Library staff. At 4,138 experiences in Q4 2023, this has increased steadily each year since 2020 and increased by 58% in 2023 over the prior year. Demand for programs remains high and research is ongoing to deepen their understanding of community need, resourcing, and training requirements for staff with the goal of matching programming offerings more closely to the needs and interests of the Library's members.

Tools includes the sum of desktop, laptop, printer, and Wi-Fi uses over the reporting period. At 1.31 million uses in Q4 2023, at year end this measure was found to have increased by 43% over 2022.

Engagement includes the categories of Library Hotline, New Membership, Repeat Visitors, and Dwell Time. Library Hotline includes any question arriving by phone, email, or online chat. Inquiries have steadily decreased since 2021 during intermittent public health restrictions when Library staff were not always accessible in person to answer questions from the public. Administration advised that the decline in questions is not necessarily a cause for concern and may indicate that recent improvements to the website or enhanced visitor experience training may be contributing to a reduction in additional questions from the public as well. Even with the continuing decrease, there were over 55,000 questions in 2023 for this popular service.

Over 35,000 new members registered for Library cards in Q4 2023, bringing the total active membership at year end to over 750,000. Member retention has been high through concerted efforts to reach out to members as their accounts approached three years of inactivity, at which point the Library would purge their record if they did not make active use of their membership.

Repeat Visitors and Dwell Time are both measured by a third-party vendor using anonymized

data based on visitors' electronic devices being in proximity to Library Wi-Fi access points. Repeat Visitors is now being reported differently. Rather than measuring any devices returning for two or more visits in the quarter, the KPI reflects four or more visits in alignment with the four three-week loan periods a member would experience across those three months. With this change, repeat visits remain high. 54.1% of visitors entered a Library location four or more times in Q4 2023, up 3.3% from Q3 2023. Nearly 10% of visitors entered a Library location 26 or more times within Q4 2023.

Dwell Time is a measure of the median length of time people spend at the Library per visit, reported as 58 minutes in Q4 2023. The median is reported rather than the average as it would be skewed considerably by extremes in the dataset.

Impact measures include the categories of Create Purpose, Champion Belonging, Energize Learning, and Member Satisfaction, all of which are drawn from a third party semi-annual phone survey of 400 randomly selected Library members.

For Create Purpose, members are asked if their Library experiences “helped them connect with others over shared interests”. 34% of respondents agreed to a high or very high degree in Q4 2023, up from 31% in Q2 2023.

For Champion Belonging, members are asked if they “see their own community reflected at the Library”. 89% of respondents agreed to a high or very high degree in Q4 2023, up from 65% in Q2 2023.

For Energize Learning, members are asked if the Library has “supported their personal growth”. 75% of respondents agreed to a high or very high degree in Q4 2023, up from 63% in Q2 2023.

For Member Satisfaction, members are asked to rank their satisfaction with their experiences at the Library on a scale of “not at all satisfied” (1/5) to “extremely satisfied” (5/5). The score decreased slightly to 93% from 95%, but remains consistently high.

Kate Andrews joined the meeting at 5:55 pm.

The Committee directed Administration to include “equitable” in the wording of the report under Champion Belonging as follows: “...*the Library is providing equitable, welcoming, and inclusive spaces.*”

ACTION – That Administration amend the Strategic Scorecard update as directed by the Committee.

MOVED by Al-Karim Khimji that the Strategy and Community Committee accept the Strategic Scorecard Update for information as amended.

Carried unanimously

7. Community Library Liaisons

Mary Kapusta reviewed highlights from the Community Library Liaisons report, including possible activities Board members could expect to attend in their capacity as liaisons. With the Board now having nine public members and only eight clusters, the Board Chair will not be assigned a cluster in 2024.

Kapusta reviewed the recommended pairings for Board members and community library

clusters in 2024. The Committee agreed with the assignments as follows:

- Margaret Wu: Nose Hill and Signal Hill
- Aaron J. Noga: Bowness, Crowfoot, and Rocky Ridge
- Haritha Devulapally: Giuffre Family, Louise Riley, and Nicholls Family
- Gillian Hynes: Central and Memorial Park
- Al-Karim Khimji: Fish Creek, Quarry Park, and Southwood
- Crystal Manyfingers: Forest Lawn, Saddletowne, and Village Square
- Kate Andrews: Seton and Shawnessy
- Dana Saric: Country Hills, Judith Umbach, and Sage Hill

MOVED by Kate Andrews that the Strategy and Community Committee approve the Community Library Liaisons report and community library cluster assignments as presented.

Carried unanimously

ACTION – That Administration provide each Board member’s contact information to the relevant community library leaders for initial introductions.

8. 2024 Strategic Workplan Highlights

Sarah Meilleur presented the 2024 Strategic Workplan Highlights report, emphasizing plans for the coming year as they fit within and push the boundaries of the 2023-2026 Strategic Plan.

The Library is emerging into a period of growth with four new library locations underway. Underlying those projects is a focus on considering how best to scale up the system to support this growth and continue to improve our existing operations. There will also be a focus on technology and innovation to ensure the Library is well-positioned to face challenges going forward.

Having received approval for four new locations in the outskirts of the city, the Library is now turning its attention to identifying solutions for aging infrastructure in more established neighbourhoods. There are community library locations celebrating 50th, 60th, and 65th anniversaries this year. Those locations and other Library buildings are becoming less efficient and lacking in the space needed to serve the communities in which they operate as densification is encouraged in the inner city.

Another area of focus in 2024 will be safety and security. Library Administration is currently preparing a grant application to request additional one-time funding from the City of Calgary to support mitigation for growing safety and security concerns in and around select locations.

The Collections team will be reviewing and evaluating the print and digital world languages collections to ensure they are meeting the needs of the increasingly diverse community in Calgary. The Library also recognizes that digital circulation has been increasing while print circulation remains fairly static, so 2024 will continue to see a focus on meeting the growing demand for accessible, relevant digital materials.

A significant development that arose from the Innovation Engine: City as Library project last year was an identified need for a new service model to serve the unique needs of Skyview Ranch and its neighbouring communities while they wait for the completion of a permanent community library location.

Other key priorities will include: continued work to fulfill the Library’s commitment to equity,

diversity, inclusion, and belonging; development of a formal Digital Equity Plan to deepen existing work and branch into new initiatives addressing the digital equity gap that became prominent during the Covid-19 public health restrictions; focused attention to literacy and learning gaps identified by community partners; more personalized email communication with members; and continuing building engagement with new and existing volunteers.

Meilleur reviewed the recommended Spotlight report topics for the Committee's consideration: Collection Trends and Planning; Digital Equity; Literacy and Learning Supports; Lifecycle Updates and System Planning; and Innovation Engine. Administration advised that Truth and Reconciliation be omitted this year, instead providing an update for all of 2024 in Q1 2025 to allow Indigenous Services to prepare their report outside of their busiest months. The Committee was in agreement with this approach and Crystal Manyfingers reminded members that they are welcome to suggest other topics for administration to report on as the year progresses and they can be scheduled as time allows.

MOVED by Margaret Wu that the Strategy and Community Committee accept the 2024 Strategic Workplan report for information as presented.

Carried unanimously

9. Strategy and Community Committee Mandate Review

The Committee reviewed its mandate and determined that no changes are needed at this time.

10. Board Retreat Planning Update

Margaret Wu provided an update following the first meeting of the 2024 Board Retreat Planning Committee. Wu advised that the retreat will be held at Central Library on Saturday, April 20. The Planning Committee would like to engage with an Elder to open the day in a good way with a blessing and a teaching.

Administration is in the process of reviewing potential facilitators on behalf of the Planning Committee and will continue to provide logistical support as plans take shape.

11. Workplan Review

Mary Kapusta advised that Administration will make recommendations for the Spotlight report schedule at the February Committee meeting.

12. Other Business

None.

13. Adjournment

MOVED by Margaret Wu that the meeting be adjourned at 6:50 pm.

Transcribed by Amanda Robertson.

Crystal Manyfingers
Committee Chair

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, January 24, 2024
5:30 pm

Board in Attendance:

- Haritha Devulapally (Chair)
- Evan Legate
- Aaron J. Noga
- Margaret Wu

Regrets:

- Dana Saric

Administration in Attendance:

- Sarah Meilleur, *CEO*
- Katrina Ducs, *Financial Services and Procurement Lead*
- Chae Jun, *Controller*
- Paul Lane, *Director, Strategy and Planning*
- Trevor Myers, *Business Analyst*
- Amanda Robertson, *Executive Assistant*

1. Treaty 7 Opening

Haritha Devulapally respectfully opened the meeting with a land acknowledgment.

2. Review of Agenda

MOVED by Margaret Wu that the January 24, 2024 Agenda be approved as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Evan Legate that the minutes of the October 17, 2023 Governance Committee meeting be approved as presented.

Carried unanimously

4. Business Arising

None.

5. Q4 2023 Risk Register Review

Trevor Myers presented highlights from the Q4 2023 Risk Register report.

Of the ten key performance indicators (KPIs) being reported in Q4 2023, only Central Library Incidents fell into the medium risk range while all others were assessed as low risk.

Relevance measures are leading indicators related to our relevance in the community, including Active Membership, Library Satisfaction, and Volunteer Support. Quality of Life is also categorized under Relevance but is not reported in Q4.

Active Memberships were high in 2023 with over 55% of Calgarians holding active Library cards in Q4.

Library Satisfaction is gathered through a third-party survey of 400 Library members and found that in Q4 2023, 94% of members rated their satisfaction with Library services as 4 or 5 out of a possible 5. 71% of respondents scored their satisfaction as 5 out of 5, or “extremely” satisfied.

Volunteer Support shares the number of unique volunteers donating their time during the reporting period divided by 10,000 members of the population. In Q4, this measure was 9.7, well above the target of 5.0. The Committee asked whether this is the best measure to consider volunteer engagement from the community. Administration advised that the ways in which the Library measures and considers volunteer engagement have changed over the years and before this were most recently expressed through percentage of positions filled. Many possible volunteerism metrics are capped by the availability of positions rather than interest from the public as there are typically many more applicants than openings. The Committee directed Administration to consider what other means of reporting on volunteerism could be helpful in the risk register.

Operations measures are related to demands on the Library’s operational capacity, including Location Visits, Website Visits, Staff Turnover, and Staff Engagement. All were scored low risk in Q4 2023. Building visits were above target in Q4 and came to a total of 6.74 million visits for all of 2023. That was a 37% increase over 2022 and reached 88% of 2019 visitation, which was one of the Library’s biggest years after having recently opened both Central Library and Seton Library.

Website Visits are linked strongly to the demands of the program registration schedule. They fluctuate throughout the year but remained higher in 2023 than in 2022.

Staff Turnover measures the percentage of staff resignations and terminations relative to active employees and followed very similar trends in 2023 as measured in 2022. As of December, the Library had 826 staff members. This is the highest number of employees at the Library since 2019. Turnover continues to be low.

Staff Engagement measures the average percentage of staff members responding positively to semi-annual engagement surveys. This number decreased very slightly from Q2 2023 to 77.5% of employees responding positively.

Security measures include Community Library Incidents, Central Library Incidents, and Cybersecurity. This category also includes a Crime Index that is not a KPI as it does not fall within the control or mandate of the Library and is comprised of crime statistics provided by Calgary Police Service.

Community Library Incidents are expressed as the number of security incidents at all community library locations per 10,000 visits. These remained low in 2023, though have risen in Q4. Security has advised that this is attributed to a significant increase in drug-related incidents which have had an impact across the system. At community libraries, approximately 45% of incidents included in this metric were related to drugs.

Central Library Incidents increased in Q4 2023 and were the highest they have been in 2023. Security has advised that nearly half of the Central Library Incidents in Q4 were also attributed to drug-related incidents as seen in community libraries. The measure of 6.05 drops to 4.73 when excluding incidents taking place in the Library's exterior areas. While these exterior incidents do still have an impact on Library safety and security, their effects may be different for visitors and staff than those taking place inside the building. Administration advised that the Audit and Finance Committee will receive a Security report later in the year to discuss the nature and scoring of incidents as they relate to this metric.

The Library's Cybersecurity score is based on a standardized rating system and is provided by a third-party vendor. This has increased steadily in 2023 as a result of corresponding increases to investment in training, technology, and procedures being undertaken by the IT department.

The Crime Index demonstrates the crime rate per 10,000 members of the population of a given area. In Q4 2023, the rate for all of Calgary was 163, for neighbourhoods containing community libraries was 302, and for the district surrounding Central Library was 2,203. This marked disparity in crime per capita provides context for the elevated number of Central Library incidents.

MOVED by Margaret Wu that the Q4 2023 Risk Register Review be recommended by the Audit and Finance Committee to the Calgary Public Library Board as presented.

Carried unanimously

ACTION – That Administration consider and report to the Audit and Finance Committee regarding other possible metrics to express volunteerism at the Library.

6. Finance Update

A. 2024 Budget Report

Chae Jun presented the 2024 Budget Report, which provided background context on the attached 2024 Operating Budget, 2024 Lifecycle Workplan, and 2024 Operating Reserve. The report included the Library's annual review of its unsecured revolving demand facility, which increased to \$5.45 million to reflect the Board's policy requiring coverage of approximately three payroll periods.

Jun advised that Administration is in the process of closing financial statements for the year ended December 31, 2023. Once the results are finalized, they will be presented at the March Audit and Finance Committee meeting along with the auditor's report.

MOVED by Aaron J. Noga that the 2024 Budget Report be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

MOVED by Margaret Wu that the \$5.45 million revolving demand facility be approved by the Audit and Finance Committee as presented.

Carried unanimously

B. 2024 Operating Budget

Chae Jun presented highlights from the 2024 Operating Budget as the Library enters the

second year of the City of Calgary's 2023-2026 budget cycle.

Jun noted that this budget diverges from those seen in 2021, 2022, and 2023 due to increased activity levels, more investment in cybersecurity measures, a resumption of more normalized staffing levels for the first time since 2019, and the end of many fixed-price long term contracts that had been negotiated prior to global inflation.

In recognition of the pivotal role of Library outreach, the City approved a one-time allocation of \$1.01 million for 2023, \$0.88 million for 2024, and \$1.09 million for 2025 to directly facilitate the expansion of programs targeting diverse demographics and addressing the unique needs of Calgary's communities.

MOVED by Aaron J. Noga that the 2024 Operating Budget be recommended as presented to the Calgary Public Library Board for approval.

Carried unanimously

C. 2024 Lifecycle Workplan

Chae Jun presented the 2024 Lifecycle Workplan, which highlights the Library's funding sources and spending profile for 2024. Jun advised that most lifecycle spending in 2024 will be for building renovation and information technology.

MOVED by Aaron J. Noga that the 2024 Lifecycle Workplan be recommended as presented to the Calgary Public Library Board for approval.

Carried unanimously

D. 2024 Operating Reserve

The operating reserve fund established in Q1 2021 remains at \$3 million with no plans to add or withdraw funds in 2024.

MOVED by Aaron J. Noga that the 2024 Operating Reserve report be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

7. Committee Reporting Review

Haritha Devulapally asked that members of the Committee consider recommendations for changes to the Key Performance Indicators and other reporting presented throughout the annual workplan. The Committee directed Administration to add a review of KPIs and reporting to the workplan for July 2024.

8. Strategy and Community Committee Mandate Review

The Committee reviewed its mandate and determined that no changes are needed at this time. The Committee confirmed that the next mandate review is in the workplan for October 2024.

9. Workplan Review

The Committee directed Administration to add a review of KPIs and reporting to the workplan for July as discussed in Agenda Item 7: Committee Reporting Review.

Administration confirmed that Calgary Public Library will not be asked to present its audited financial report to the Calgary City Council Audit Committee in June 2024. This item is left on the Audit and Finance Committee workplan each year to ensure preparedness in the event that the Library is required to make a presentation to Council.

Administration confirmed that the City will be overseeing a competition this year to determine which third party firm will be selected to conduct the Library's financial audit for the year ending December 31, 2024.

ACTION – That Administration add a review of KPIs and reporting to the Audit and Finance Committee workplan.

ACTION – That Administration confirm and advise the Committee whether Calgary Public Library will be required to present its audited financial statements to the Calgary City Council Audit Committee.

10. Other Business

None.

11. Adjournment

MOVED by Margaret Wu that the meeting be adjourned at 7:07 pm.

Transcribed by Amanda Robertson.

Haritha Devulapally
Committee Chair

**Report to the
Calgary Public Library Board
Audit and Finance Committee
Risk Register Update for Q4 2023
January 24, 2024**

I. ALIGNMENT

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q4 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, 10 of which were updated for this report. Of these 10 risk factors, 9 have been categorized in the low threat range and 1 in the medium threat range.

Range	# of Measures	Notes
	9	
	1	Central Library Incidents
	0	

IV. RISK REGISTER UPDATES

This section highlights changes or improvements to the report, as well as any noteworthy trends in the data.

- Formatting changes in written report, increasing size of visuals.
- Removed static Power BI summary pages. Dynamic visuals still in presentation.
- Increases in security incident frequency.

V. COMMENTARY

RELEVANCE RISKS

Active Membership 56% (1.3% increase over last quarter)
Current Members 750k

Total active Library members divided by the population of the service area.

The routine purge of inactive memberships in Q3 of this year resulted in the sudden removal of 64,000 members. Since then, membership has rebounded very well. Over 35,000 members registered for Library cards in Q4 2023, bringing the active membership base to 750,000. Despite that large purge in Q3, active membership was higher at the end of the 2023 than at the beginning of the year, showing strong membership acquisition and retention. Nearly 150,000 new members registered for Library cards in 2023, the highest number ever in one year by a good margin. Strong membership growth and retention highlights not only the needs our services are meeting, but the quality and value of those services as well.



Library Satisfaction 93% (1.2% decrease over last quarter)
 1/5 Response 0% of respondents
 2/5 Response 1% of respondents
 3/5 Response 6% of respondents
 4/5 Response 23% of respondents
 5/5 Response 70% of respondents

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 Q4 2023, the percentage of respondents indicating an extremely satisfying experience (5/5) increased by 7.5%.

In a separate 2023 Spring Survey of Calgarians conducted by the City of Calgary, a very similar proportion of citizens (96%) reported they were satisfied with Library services.



Volunteer Support 9.7 (1% increase over last quarter)

Active Unique Volunteers 1,303

The number of unique volunteers donating their time during the quarter, divided by 10,000 members of the population.

Volunteer support continues to grow slightly each quarter and a total of 328 new volunteers were onboarded in Q4 2023. Once more interest was very high, with over 1,000 applications submitted. Throughout 2023, nearly 2,500 unique volunteers donated their time to supporting Library programs, indicating strong ties to the communities we serve. Volunteer Support, dependent as it is on opportunities and program placements, should continue to grow steadily in line with programming.



OPERATIONS RISKS

Location Visits 1.70m (2% decrease over last quarter)

The number of physical visits to Library locations. Captured by People Counter system with a $\pm 10\%$ margin of error.

Physical visitation has been strong both in this quarter and throughout the year. Comparing to 2019, annual visits for 2023 were 88% of that seen in that benchmark year. Comparing each quarter to that of 2019, we see a rising trend with 2023 visits coming closer and closer to what was seen in that year of peak visitation.



Website Visits 1.37m (1% decrease over last quarter)

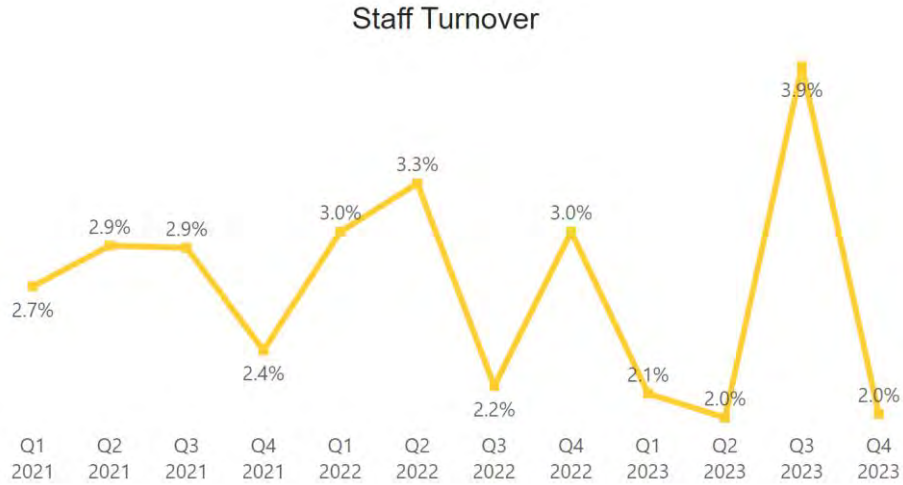
The number of virtual visits to the Library website.

Website visits dipped very slightly from last quarter, decreasing from the peak seen in Q1 this year. Despite that slight decline over the past few quarters, the total annual Website visits increased 3% compared to 2022.



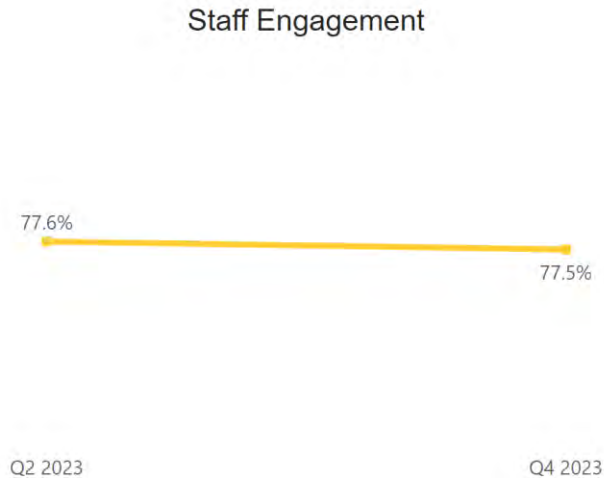
Staff Turnover *2.0% (1.9% decrease over last quarter – decrease is good)*
The percentage of staff resignations and terminations relative to active employees.

A total of 28 new staff were hired throughout Q4, contributing towards the highest staff complement we have had since Fall 2019. The seasons spike in turnover seen last quarter has dropped back down to lower levels.



Staff Engagement *77.5% (0.1% decrease over last quarter)*
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 on the Q2 2023 Risk Register. A digital staff survey was conducted in June 2023 and again in November 2023, with 433 staff responding. Questions asked included topics such as communication, training, support, safety, wellbeing, inclusivity, and leadership. The survey uses 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 34% of staff responded as somewhat agreeing with statements, while 43% strongly agreed.

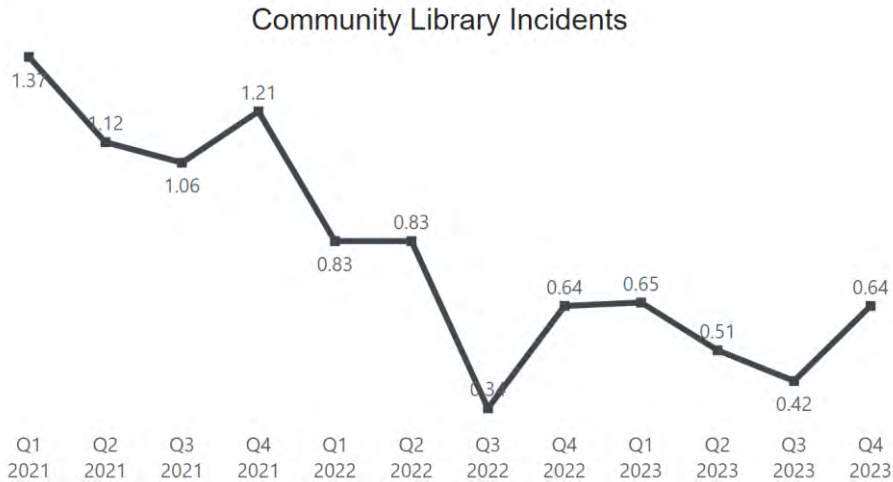


SECURITY RISKS

Community Library Incidents 0.64 (52% increase over last quarter)

The number of security incidents at community library locations per 10,000 visits.

Community locations saw an uptick in security incidents this quarter. This reflects the exact same increase (and KPI value) as was seen between Q3 and Q4 2022 as well. Approximately 45% of incidents reported by community libraries this quarter were drug related, indicating an increased presence of this issue outside the downtown core. Despite the increase over last quarter, 2023 saw a 15% decrease in incidents compared to the previous year.

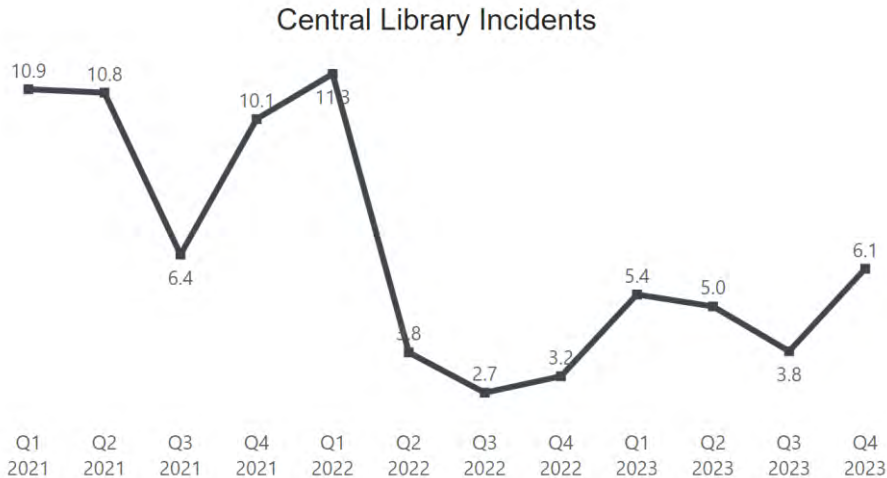


Central Library Incidents 6.05 (58% increase over last quarter)

The number of security incidents at Central Library per 10,000 visits.

The Central Library incident KPI saw an increase in Q4, rising to the highest level seen since Q1 2022. Assaults continue to rise as has been the trend since Q2 of this year, with the vast majority of incidents being patron vs. patron. Drug use also saw a significant increase, jumping 126% from what was seen in Q3. This issue is one that has been trending upwards quickly, with a nearly 400% increase compared to Q4 of last year. Close to half of the incidents reported at Central Library this quarter were drug related. Roughly 20% of the incidents this quarter occurred outside the Library, and while they do certainly have an effect on members and staff, that impact is different from incidents occurring directly within the space. Subtracting the external visits from the KPI, we see that value drop from 6.05 to 4.73 incidents per 10,000 visits.

Looking annually at the security incidents KPI, we see a marginal increase from last year. In 2022 the overall value was 4.72 incidents per 10,000 visits while in 2023 the value was 5.04. Given the prevalence of drug related incidents, this value may continue to increase in the coming months.

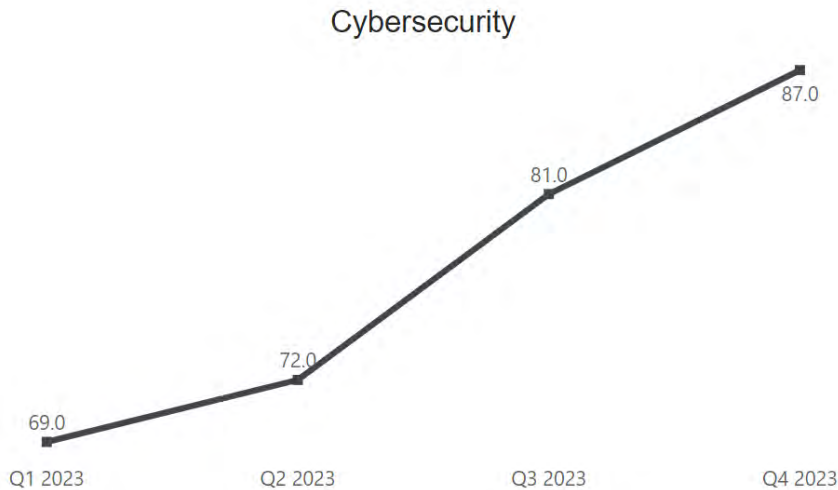


Cybersecurity 87 (6% increase over last quarter)

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 130 ransomware attacks, prevented 34 data leaks, and stopped 1322 banking trojan attacks. The most frequent prevented attack was phishing with 853,892 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, 65% were exfiltration events (unauthorized transfer of information), 23% ransomware attacks, and 12% malicious execution of files.

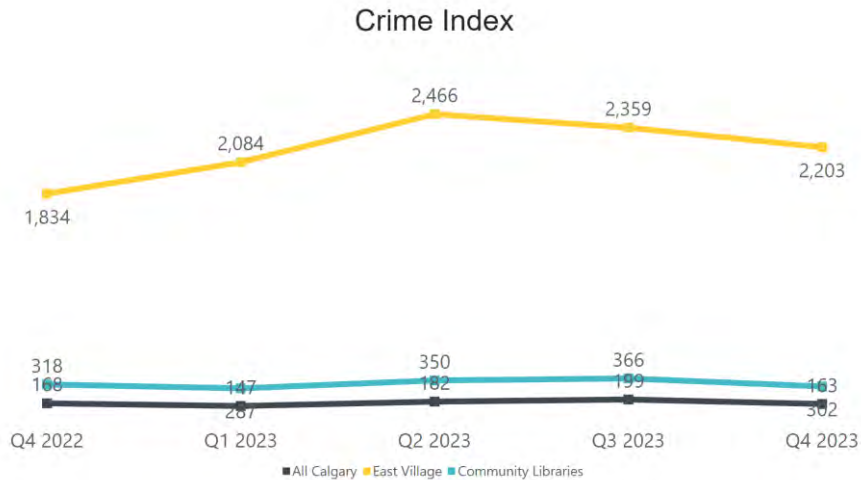


Crimes Per Capita	6.05 (58% increase over last quarter)
<i>East Village</i>	2,203
<i>Community Libraries</i>	302
<i>All Calgary</i>	163

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 10,000 members of 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. Reported crimes per capita decreased slightly over last reporting period, a trend that was not reflected in the Community and Central Library KPIs.



VI. CONCLUSION

This quarter once more represents an overall low level of risk for the Library. Security incidents, in particular those related to drugs, are trending upwards both at Central and throughout the city. Beyond that increased risk however, all other risk measures are well within the low-risk ranges.

Steadily increasing visitation as well as record member registration continues to drive all Library services and reduce organizational risk overall. Overall, 2023 experienced much lower risk than the previous few years, with many of the values showing marked decreases from the heights experienced in recent years.

VII. RECOMMENDATION

That the Strategy and Community Committee receive this report, *Strategic Scorecard Update for Q4 2023*, for information and discussion.

Trevor Myers,
Business Analyst, Strategy & Planning

**Report to the
Calgary Public Library Board
Audit and Finance Committee
January 24, 2024
2024 Budget Presentation**

I. PURPOSE

This report to the Calgary Public Library Audit and Finance Committee is to review the recommended operating budget, the lifecycle workplan, the operating reserve for 2024 and to confirm the level of credit facility.

II. BACKGROUND

As of November 21, 2022, City Council approved the City's 2023 – 2026 Service Plans & Budgets, which encompassed the funding for library services. The Calgary Public Library's (The Library) role as a key partner in service delivery is integral to this plan.

III. BUDGET IMPLICATIONS FOR STRATEGIC PLAN AND RISK ASSESSMENT

A. Service Increases and Operating Impact

2024 is the second year of the City's 2023 – 2026 budget cycle.

The Library's 2024 budget reflects the ongoing implementation of the City's 2023 – 2026 budget cycle. In recognizing the pivotal role of the Library in community engagement, particular attention is directed towards the profound impact of outreach programs within the 2024 budget framework. City Council's recent approval of a budgetary increase underscores our commitment to fostering stronger community connections through innovative outreach initiatives. With a one-time boost of \$1.01M for 2023, \$0.88M for 2024, and \$1.09M for 2025, these funds directly facilitate the expansion of programs designed to reach diverse demographics and address the unique needs of our communities.

The 2024 budget also includes our commitment to providing a safe and secure work environment for our employees and patrons. The 2024 budget reflects this dedication through strategic allocations aimed at enhancing safety protocols within Library premises, including those related to cybersecurity. By addressing safety and security concerns comprehensively, we reinforce the Library's role as a welcoming and secure space for all.

B. Inflation and Other Increments

The 2024 operating funding includes a 1.4% non-salary inflationary increase, along with the Province's per capita grant increase based on the 2019 population base. Additional expenditures of \$1.7M have been allocated to outreach programs, utilizing the City's one-time funding.

The Calgary Public Library Foundation grant is based on a listing of donor funds that will be granted to the Library in 2024.

C. Risk Assessment

Recognizing the inherent risks in budgetary estimates, the Library's management team continuously evaluates and addresses potential impacts through commitments, contracts, and ongoing updates to the forecast.

IV. CREDIT FACILITY

The Library currently maintains a \$5.45M unsecured revolving demand facility provided by the Royal Bank of Canada, initially approved by the Board in May 2019 at \$4.5M. The facility increased in July 2023 by \$0.95M to maintain a prudent level of debt covering 150% of the current level of monthly salary and benefit expenses. This facility serves to safeguard normal Library operations from cash flow timing issues. The Audit and Finance Committee is tasked with annually reviewing the appropriateness of this credit facility.

V. CONCLUSION

The 2024 operating budget and lifecycle workplan align with the strategies identified in the Strategic Plan for 2023 – 2026, supporting The City’s Vision and Purpose of “One Calgary.” The Library is committed to delivering services that contribute to the community’s overall well-being.

VI. RECOMMENDATION

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

- The 2024 Operating Budget and Lifecycle Work Plan as presented in Attachment 1 and 2
- The current \$5.45M revolving demand facility

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

- The 2024 Restricted Operating Reserve

ATTACHMENTS

1. 2024 Operating Budget
2. 2024 Lifecycle Work Plan
3. 2024 Restricted Operating Reserve

2024 Operating Budget
Statement of Operations and Accumulated Surplus

Attachment 1

('000)

	2023 Budget	2023 Projected Actual	2024 Budget	Note
REVENUES				
City of Calgary	57,376	56,691	58,856	1
Province of Alberta	6,865	7,221	7,221	
Rent	156	165	216	
Investment and other revenue	918	1,963	1,493	
Grants and sponsorships	2,408	2,650	2,038	
Total revenues	67,723	68,691	69,824	
EXPENSES				
Salaries and employee benefits	43,405	42,501	44,304	
Collections	6,389	6,578	6,857	2
General operating	10,580	9,883	11,896	
Building and equipment	6,098	6,820	6,767	
Occupancy Costs	1,813	1,787	1,964	
Amortization	5,956	5,436	5,546	
Total expenses	74,240	73,005	77,334	
DEFICIENCY OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(6,517)	(4,314)	(7,510)	
Transfer between lifecycle and operating	1,601	1,783	1,872	
Transfer from prior years surplus	647	647	1,824	3
Unrestricted reserve from prior years	3,326	3,330	3,317	
Restricted operating reserve	3,000	3,000	3,000	
Transfer to asset management lifecycle	(225)	(225)	(225)	
Transfer to TCA books	(1,462)	(1,517)	(1,506)	2
Add back amortization	5,956	5,436	5,546	
EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	6,326	8,140	6,317	
Less from unrestricted reserve from prior years	(3,326)	(3,330)	(3,317)	
Less restricted operating reserve	(3,000)	(3,000)	(3,000)	
EXCESS BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	0	1,810	0	
Government transfers for capital	4,958	3,723	5,703	4
Amortization	(5,956)	(5,436)	(5,546)	
Transfer to TCA books	1,462	1,517	1,506	1
Add back transfer to asset management lifecycle	225	225	225	
Less transfer between lifecycle and operating	(1,601)	(1,783)	(1,872)	
Less transfer from prior surplus	(647)	(647)	(1,824)	
Write off of tangible capital assets	0	(5)	0	
CHANGE IN ACCUMULATED SURPLUS	(1,559)	(596)	(1,807)	
ACCUMULATED SURPLUS, beginning of year	50,987	50,991	50,395	
ACCUMULATED SURPLUS, end of year	49,428	50,395	48,588	

Notes

- 1 City levy includes \$0.77M inflationary increase, \$0.88M 2024 one-time funding, \$0.71M 2023 one-time funding carried forward, and \$0.12M 2025 one-time funding receivable due to the expedited spending plan.
- 2 \$1.51M of TCA books was included for Excess Before Amortization and Government Transfers for Capital. Total Collections spending is \$8.36M.
- 3 \$1.82M transfer from 2023 surplus to fund the 2024 operating budget deficit.
- 4 City lifecycle funds available: 2023: \$1.23M; 2024: \$4.47M.

	Year 2024
Funding Source	('000)
Carry Forward Funds	
Library fund opening balance	1,525
City Lifecycle	1,235
Asset Management	1,125
Sub Total	3,885
Current Year Funds	
Asset Mgmt. from Library operating budget	225
City Lifecycle	4,468
City one time funding- Skyview	300
Sub Total	4,993
Total Funding Available	8,878
Spending Profile	
Projects	
Building	4,116
Asset Management	316
Vehicles - New	310
Furniture	400
Information Technology	1,155
Collections	500
Total Spending Profile	6,797
Funds available	
Asset Management funds available	1,034
City Lifecycle funds	-
CPL Unrestricted Lifecycle funds	1,047
Total Funds Available	2,081

Operating Reserve Fund	Projects	Description	2023 Carry Forward	2024 Planned	2024 Forecast	2024 Total (YE)
As at January 1						
Funding Source			('000)			
		Carry Forward Funds	3,000	0	0	3,000
		Current Year Funds	0	0	0	0
Total Funds Available			3,000	0	0	3,000
Spending Profile						
	Carry Forward Projects	2023 Carry Forward Projects	0	0	0	0
	New Projects	2024 Projects	0	0	0	0
Total Spending Profile			0	0	0	0
Total Funds Available			3,000	0	0	3,000

Calgary Public Library Foundation Update

January 2024

- A group of generous supporters provided \$100,000 in matching gift funds for the 2023 holiday season. **All gifts were doubled** between November 15 and December 31.
 - This support enabled us to raise an additional \$337,507 and inspired 2,158 donors to create impact at the Library in the last weeks of the year.
 - Of the total giving, \$27,776 was raised on New Year's Eve alone after an anonymous donor provided an additional \$20,000 to triple donations made that day.
- On **Giving Tuesday** – November 28 – we hosted a Fundraising Breakfast at Central Library. 77 guests enjoyed a program with speeches from Sarah Meilleur, Foundation Board Member Shashi Behl, and patrons whose lives have been impacted by the Library's services and programs.
 - Our Fundraising Breakfast included an ask for support from Foundation CEO, Tracy Johnson. Guests raised \$62,449 before matching funds.
- The 2023 **Charitable Gift Guide** was also launched on Giving Tuesday, allowing donors to select their preferred impact area when making their donation. The most popular areas of support were highest priority needs, Buy a Book, My First Bookshelf, and Newcomers.
- **Library Store pop-up stores** were set up at the Central Library during December. Library Store experienced a successful holiday shopping period, with Foundation volunteers filling more than 127 orders in December.
 - In January, Library Store launched the Knock Your Socks off sale which has raised more than \$4,400 so far!
- **Other gift highlights include:**
 - \$300,000 commitment for Wellness Desk
 - \$45,000 in support of highest priority needs
 - \$15,000 for Engine 23
 - \$10,000 for Elders Story Project Toolkit Videographer
 - \$10,000 for Engine 23

Upcoming

- **February 8** – Our next **Mailing** lands in inboxes and focuses on impact made in 2023.
- **February 23** – **Locked Library** returns to Central Library with a new game – [The Chopping Block](#). More than 600 players are registered to play so far.
- **April 9** – Gift Announcement (more details to follow)
- **April 13** – Library After Dark (more details to follow)
- **May 21** – Library Foundation Annual General Meeting



- **June 27 & 28** – Casino Fundraising event through AGLC. Casinos typically raise more than \$70,000 for the Library in a two-day period and depend on volunteer support. If you are interested in volunteering, please contact the Foundation team.
- **November 2** – Lit Gala returns!

“For Christmas, our family makes donations to causes that are meaningful to our family. My mother is 103 and has had wonderful service from the Southwood Library...We are hoping that this small bit of appreciation can be used at the Library with our thanks.” - Donna, Library Donor

Calgary Public Library Board Annual Workplan

Reports for Information (I) and Approval (A) Or No Motion Required (X)	Annual Meeting Cycle												
	Jan	Feb	Mar	Apr	May	Jun	Jul*	Aug	Sep	Oct	Org	Nov	Dec
Executive Leadership Team													
1. CEO Report	I		I		I	I			I			I	
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	X												
18. Board Retreat Recommendations	X												
19. Board Advocacy Recommendations													
20. Strategic Plan (2022, 2026, 2030)						A							
Audit and Finance Committee													
21. Meeting Report(s)	I		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			I	
27. Quarterly and Annual Risk Review	I				I		I*		I			I	
Calgary Public Library Foundation													
28. Report to the Board	I		I		I	I			I			I	

* July meeting to be held only as needed