

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, November 27, 2024
Central Library Boardroom 0-11



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- | | | |
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A.	MOTION Calgary Public Library Foundation Update <i>Tracy Johnson, CEO Calgary Public Library Foundation</i>	46 <i>Information</i>
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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 Îlethka (*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. The City of Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak (*Oh-tay-Pem-soo-wak*) Métis Government, Métis Nation Battle River Territory, Nose Hill Métis District 5 and Elbow Métis District 6.

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 November 2024

In October 2024, Calgary Public Library experienced a cybersecurity incident. The Library's existing cybersecurity measures and incident response protocol were able to block a suspected ransomware attack and ensure that no business, employee, or membership data was compromised.

Despite successfully detecting the attack and blocking a suspected ransomware attempt, the Library still experienced a significant service disruption due to containment measures and the process to secure and restore servers and systems.

The Library implemented a Pathway to Recovery, a three staged approach, sequenced to provide secure infrastructure and access before expanding to public services. The first stage included the return of secure staff networks and devices to restore communication and connectivity across our 23 worksites. Stage two focuses on reintroducing some digital and technology services in our locations. The last stage will be restoration of full technology services at the Library.

The Library appreciates the continued patience of staff, volunteers, and members as we work to restore full service and we expect a return to full service in December.

Government Relations

The Library was proud to host Ward 5 Councillor Raj Dhaliwal on October 9 for the official opening of Prototype: Skyview, a new location model we are piloting. The morning was busy with media, special guests, and eager new members who were thrilled to see the Library in their neighbourhood.

On October 31, over 200 kids and parents enjoyed a Halloween Storytime with Mayor Jyoti Gondek, complete with costumes, trick-or-treating, songs, rhymes, face painting and a reptile table.

City Council has appointed Ward 12 Councillor Evan Spencer to our Board for a one-year term. Councillor Spencer is an avid Library user and shared his excitement regarding this appointment. Ward 12 boundaries include Seton Library. We continue to maintain open communication and productive collaboration with all members of Council.

Calgary Public Library Board Chair Evan Legate and I attended a Public Library Services Branch (PLSB) gathering of library CEOs and board leadership from across the province last week. They appreciated the opportunity to hear from The Honourable Ric McIver, Minister of Municipal Affairs, and discuss library services across Alberta, including the challenges libraries are experiencing in rapidly growing communities without financial supports reflecting inflationary increases and population growth. Discussions with Minister McIver also included the impacts of Bill 18 on libraries as well as the importance of intellectual freedom and fighting censorship. It was also a great opportunity to connect, share, and learn from our colleagues.

Cybersecurity Incident Response and Recovery

The Library launched Our Comeback Story, a campaign to provide clear and consistent service updates to members while recognizing the work of staff to navigate this challenge. Members, partners, and staff have shared messages of thanks and support as we work to restore full service across the system.

While a significant disruption to service, the cybersecurity attack in October has also provided the Library an opportunity to accelerate other planned improvements to ensure our infrastructure remains resilient to future threats. Like most organizations, we will continue to invest in both our technology and our people in regard to cybersecurity and training.

Following the attack, Collections worked quickly to restore access to dozens of digital resources, including Libby, Kanopy, PressReader, Brainfuse HelpNow and more. Following the cyberattack at Toronto Public Library last year, Collections staff met with Libby to develop a contingency plan should something similar occur here. This allowed us to restore public access to the Libby app within 24 hours of our servers going down. Digital circulation in Libby is still on track to achieve our goal of 5 million digital checkouts in 2024.

Book returns were suspended across the system from October 11 – November 21, resulting in a significant backlog of materials. Service Delivery, Collections, and IT worked hard to identify opportunities to manage the volume of books and prioritize reintroduction of technology to support the process.

In addition to returns, Collections also has continued to receive new materials, with 101 book trucks worth of books and audiovisual material waiting to be processed. Members who have patiently waited for new materials will be rewarded with full shelves and lots of new titles in time for holiday reading.

Library locations have welcomed the community in during this time to play board games, play chess, work on puzzles, and browse collections. Patrons have continued to use Library spaces for meetings, study time, and to attend programs. Staff have observed more conversations and community connections in Libraries while things move at a slower pace.

System Developments

Two days before sudden closure due to the cybersecurity attack, the Library celebrated the opening of Prototype: Skyview. Despite the interruption of digital services for the new location, Prototype: Skyview immediately demonstrated the incredible value of public library space for communities. This location is intended as a showcase for the Library's digital and technology services, but despite a lack of such services in its first month of service, staff reported busy days with new members accessing meeting rooms, Solo Pods and shared seating.

At the beginning of September one of the Library's main partners for the Newcomers Desk, Calgary Catholic Immigration Society (CCIS), let us know that due to their operational changes, they are no longer able to offer service at some of our locations. As a result, the Newcomers Desk service has been reduced from availability at eight libraries to four: Central, Village Square, Saddle Towne and Shawnessy. The Library continues to provide a range of services and supports for newcomers across the system despite this reduction in partnered service.

In September representatives from the PLSB and OCLC visited Collections to meet with Inter-library Loan staff to look at the provincial Relais software and understand how Calgary Public Library processes and circulates ILLs. The visit was a good opportunity to connect with PLSB and OCLC to discuss what works well with Relais and what improvements we would like to see to help make ILL service more efficient. PLSB

and OCLC visited other library systems in the province and collected additional information with hopes of having a node meeting in the new year to discuss what they had heard from systems.

Operational Highlights

Create Purpose Together

Wood's Homes has been recognized with the [Partner With My Public Library Award](#) for collaborating with Calgary Public Library on the Wellness Desk. This recognition is a testament to the commitment Wood's Homes has made to providing accessible mental health support for Calgarians through the Library. The Wellness Desk provides free, drop-in, and on-demand mental health and addictions support, health information, and referral services from crisis counsellors at Central, Crowfoot, and Shawnessy Libraries. Over 99 per cent of individuals using the Wellness Desk said they got the help they needed, and over 97 per cent said they had a clear next step.

In 2024 thus far (January – October), Program and Volunteer Planning has onboarded 931 new volunteers (684 youth, 247 adult). The Library is, on average, onboarding 93 new volunteers each month. We currently have 2,562 accepted Library volunteers who have contributed 40,815 volunteer hours across the system so far in 2024. This is an increase of 9 per cent over the same period last year.

On October 11, Fish Creek Library had a special visit from Calgary Fire Department for Fire Prevention Week. They came in the afternoon to hang out with families and read books. They also gave a fire safety presentation and gear demonstration.

Central Library is hosting Turn Out: A View from the Road Exhibit and Symposium until December 12. Developed in partnership with the Library, the University of Calgary, Bow Valley College, and the City of Calgary, this exhibit examines current concerns about homelessness, addictions, and community care as they relate to Calgary's downtown centers. The exhibit was formally launched on November 15, with a symposium and panel discussion sharing the latest work in this sector from local contributors.

Champion a Sense of Belonging

In recognition of the National Day for Truth and Reconciliation, the Calgary Public Library again partnered with the University of Calgary for a day of education, listening and healing at Central Library's Patricia A. Whalen Performance Hall and on campus. Elders Alice Kaquitts and Adrian Wolfleg helped to ensure the event was approached in the right way, with consideration both for learning and healing, by offering a blessing at the beginning and end of the program. A screening of the impactful film *Bones of Crows* by Marie Clement was hosted in the performance hall to a full audience of Indigenous and non-Indigenous people. Members of the Library's Executive Leadership Team and Indigenous Services Design Team also attended the Elders Story Circle at Arts Commons, hosting a table on behalf of the Library during the dinner reception with Elders. The Elders Story Circle was a great opportunity for all those involved to learn more about the impacts of the Indian Residential School Legacy and the message of hope and healing. The Library continues to work with United Way and Elder Patrick Daignault on the Elder Story Project toolkit.

Other Indigenous Services programs of note during this reporting period include:

- Ghost Stories of Moxhinstsis: Visitors, Visions and Apparitions was designed as an opportunity to introduce patrons to bone-chilling tales told by Indigenous Elders and storytellers. This in-person event at Memorial Park Library blended Indigenous perspective and teachings with the western tradition of Halloween.

- **Bead & Tea** is a new program hosted Mondays in the Indigenous Language Resource Centre as a space to gather, meet new people and have a space to bead or work on other craft projects. This program is not intended to teach others how to bead but to create community and connection and is open to everyone.

The Library continues to see diverse language needs and resource requests across the system. As part of the World Language review, a new distribution guide has been created for both children's and adult books, allowing them to be anchored in locations where they will find the most use. An example of this may be seen with a shipment of Punjabi titles received in October, from which nearly half were checked out within the first few weeks of receipt at Saddletowne.

In the last CEO Report to the Board we shared that the Job Desk grant ended on October 3, 2024. The Library recently learned that funding will be extended for this critical service for the next three years. During the 19-month period of the grant, an average of just over 200 patrons per month received career and job search support through the Job Desk, in partnership with Bow Valley College. This meant that 3,818 patrons attended Job Desk appointments which more than doubled our attendance target of 1,615. The majority of patrons attended the Job Desk in person at the Job Desk booth on level three of Central Library (83per cent) with the remaining 17per cent receiving support virtually. In addition to those served one-on-one at the Job Desk, 77 Career Basics Workshops ran both in person and online, with a total attendance of 822 over the 19-month period.

A new Create Space installation, in partnership with Vibrant Communities Calgary (VCC), was launched in October at Central Library. The space features a number of activities centered around civic engagement and participation, information about the VCC's Enough For All Strategy and living wage in Calgary, and the "Making Ends Meet" audio play. The launch of the installation was followed by VCC's Zinefest event on October 17 in the Patricia A. Whelan Performance Hall, a capstone event for the zine making workshops they have been running at various Library locations over the past couple months.

Energize Lifelong Learning

In September, the Library added decodables to the Collection. Previously referred to as "phonics books," decodable books are short, simple books that help children decode or sound out words. Decoding is taught explicitly and systematically, connecting written words and letters with the sounds they make. Usually more than 80 per cent of words in decodable books only include a sound-symbol relationship. Decodables are now the recommended format for teaching and practicing reading in Calgary schools.

With a renewed focus on foundational reading skills taking place in schools across the province, many patrons have been asking staff for decodables to help continue the learning at home.

A conceptual design for a new Early Learning Centre (ELC) at Louise Riley Library is in development, with plans for construction in 2025. This interactive space will pilot a reduced scale version of the ELC design to accommodate the unique needs of smaller locations. The team is looking to provide a sensory experience and support diverse sensory needs through touch, sight, sound, smell and sense of space; while also exploring softer angles and design features through furniture and space set up. The sensory elements incorporated into the space will also help us understand how we might consider other sensory-friendly spaces in the future.

The Library hosted Media Literacy Week virtual programming for students from October 21-25. The Library hosted two programs:

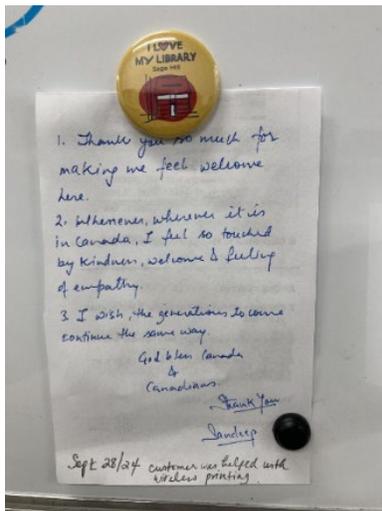
- "Digital Citizenship" with YouthLink taught students how social media and online activities can impact mental well-being and provided tips for staying safe online. About 68 classes with 2,108 students participated.
- In partnership with CBC, students took a virtual tour of the newsroom and learned about local storytelling from CBC journalist Elise Stolte. About 58 classes with 1,562 students attended this event. Students were particularly eager to ask CBC about becoming journalists, how stories are selected, and what equipment is useful for starting their own student news programs.

Impact Moments

A new volunteer applicant for Teen Tech Lab Guides said, "I went to the teen tech lab every day during my senior year of high school. It was a fun, safe place for me to hang out after school. I enjoyed unlocking my creativity there and discovering new skills, so I want to give back."

During the recent cyber-attack, the Special Services team at Central Library faced significant challenges in its ability to deliver services. It was heartening to witness staff's dedication to minimizing service disruptions. Within a day of reopening with limited resources, the Special Services team's hybrid use of both paper and digital files proved invaluable in maintaining some level of service for the Homebound Readers and Libraries in Residence programs. Our staff were pleasantly surprised by the patrons' understanding and appreciation. Instead of expressing anger or frustration, patrons were sympathetic to the situation and grateful for the limited services the Library could provide. Recreation Coordinators at two locations were particularly impressed by our ability to deliver books under such challenging circumstances. One individual expressed their gratitude, stating they would be "lost and lonely without us." Another Homebound Reader appreciated our efforts, referring to us as "Library Angels."

A staff member at Sage Hill Library had a wonderful interaction with a newcomer patron, very grateful for Shelley's help with wireless printing. Here's his thanks:



"1. Thank you so much for making me feel welcome here. 2. Whenever, wherever it is in Canada, I feel so touched by kindness, welcomed and a feeling of empathy. 3. I wish that the generations to come continue this same way.

God Bless Canada & Canadians.

Thank you

Sandeep"

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, October 1, 2024
5:30 pm

Board in Attendance:

- Dana Saric (Chair)
- Crystal Manyfingers
- Kate Andrews
- Evan Legate
- Aaron J. Noga

Regrets:

- Al-Karim Khimji
- Haritha Devulapally
- Gillian Hynes
- Paul Lane, Director, Strategy and Planning

Administration in Attendance:

- Sarah Meilleur, CEO
- Laura Komianos, Executive Assistant

1. Treaty 7 Opening

Dana Saric respectfully opened the meeting with the land acknowledgment.

2. Review of Agenda

No changes to the agenda.

MOVED by Aaron Noga and Evan Legate that the October 1, 2024 agenda be approved as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Evan Legate that the minutes of the September 12, 2024 Governance Committee meeting be approved as amended.

Carried unanimously

4. Business Arising

None.

5. Mini Moment

Evan Legate shared that he has joined several tours of Central Library with Sarah Meilleur this year and has learned many fascinating facts. Recently he offered a guided tour to a friend and colleague and was proud about how much he remembered and was able to share.

Legate also recalled that a staff member who attended the June Board meeting recognized him and they had a great conversation. 6. Board Relations

A. Review Governance Committee Skill Matrix

Sarah Meilleur advised the committee that the incorrect skills matrix had been included in the package for this meeting. Meilleur shared the 2022-2023 skills matrix recommendations for the committee to consider and they agreed with what was proposed, with some modifications, to identify the skills they would suggest for the Governance Committee for next year.

The committee directed Administration to remove Strategic Relationships (Development / Maintenance) from the 2022-2023 skills matrix and replace it with Law and leave the number of Recommended Fields of Expertise at seven.

MOVED by Evan Legate that the Governance Committee recommend the amended Governance Committee Skills to the Calgary Public Library Board for approval as presented.

Carried unanimously

7. Bylaws, Policies, and Processes

A. Board Self-Evaluation Questionnaire

This document was reviewed as part of the Committee's work plan to finalize and confirm the changes made in Q2. The Committee agreed to keep the number of questions in the questionnaire at forty-one and not add any others going forward.

Sarah Meilleur noted that normally exit interviews would be conducted as part of this process because the self-evaluation questionnaire would be updated and then you would consider exit interviews. These exit interview results would be shared at the January Governance Committee on a yearly basis.

Evan Legate suggested that he and Dana Saric conduct an exit interview if required, after the November 6, 2024 Organizational Board meeting. Dana Saric asked if there was a

script for the exit interview and Evan Legate responded that he usually comes to the interview with a few questions but primarily used an informal process and the questions were largely based on the circumstances surrounding the Board member leaving.

Sarah Meilleur reminded the committee that if necessary, we should include proper recognition at the January meeting, for any departing Board member.

8. Governance Committee Workplan Review

Dana Saric proposed adding footnotes to the workplan to help us remember things as we move through the year.

The committee was open to considering a potential consolidation of the workplan to require fewer meetings throughout the upcoming year. Administration will take this away and propose a schedule through the 2024/2025 calendar at the November organizational meeting. The committee directed Administration to add a new line item to the Board Workplan, specifically Board Relations, Recognition and Appreciation of any departing Board members in January.

MOVED by Dana Saric that the Governance Committee accept the workplan and proposed changes as presented.

Carried unanimously

9. Other Business

None.

10. Adjournment

MOVED by Aaron J. Noga that the meeting be adjourned at 6:13 pm.

Transcribed by Laura Komianos.

Dana Saric
Committee Chair

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, October 23, 2024
5:30 pm

Board in Attendance:

- Haritha Devulapally (Chair)
- Evan Legate
- Aaron J. Noga
- Dana Saric

Administration in Attendance:

- Sarah Meilleur, *CEO*
- Jim Chisholm, *Director, Technology*
- Katrina Ducs, *Financial Services and Procurement Lead*
- Chae Jun, *Controller*
- Paul Lane, *Director, Strategy and Planning*
- Laura Komianos, *Executive Assistant*

Guests in Attendance:

Harman Gill, Deloitte
Gabriella Greensill, Deloitte

1. Treaty 7 Opening

Haritha Devulapally respectfully opened the meeting with a land acknowledgment.

2. Cyber Security Potential Audit Implications

Haritha Devulapally asked Aaron Noga, who sat on another Board that experienced a cyber security incident, to share his learnings and identify potential questions the auditors might ask.

3. Review of Agenda

MOVED by Evan Legate that the October 23, 2024 Agenda be approved as presented.

Carried unanimously

4. Approval of Minutes

MOVED by Aaron Noga that the minutes of the July 17, 2024 Audit and Finance Committee meeting be approved as presented.

Carried unanimously

5. Business Arising

None.

6. Presentation of the Audit Plan

Harman Gill and Gabriella Greensill presented highlights from the executive summary. After the presentation Haritha Devulapally asked if Gill and Greensill anticipated any scope increases and if so, how these increases would be communicated. Gill said that if increases were expected they would discuss them with management. Management would then get pre-approval from the Audit and Finance Committee Chair, complete the work and report back at year-end.

ACTION – Haritha Devulapally commented that the audit letter had been addressed to Evan Legate and requested that it be corrected and addressed to Haritha Devulapally, as the Audit and Finance Committee Chair.

MOVED by Aaron Noga that the Audit Plan be received by the Audit and Finance Committee for approval as presented.

Carried unanimously

7. Q3 2024 Controller's Report and Financial Review

Chae presented highlights from the Q3 2024 Controller's report and financial review.

MOVED by Evan Legate that the Q3 2024 Controller's Report and Financial Review be recommended as presented by the Audit and Finance Committee to the Calgary Public Library Board to receive for information.

Carried unanimously

8. Committee Mandate Review

No changes.

MOVED by Dana Saric that the Committee Mandate be received by the Audit and Finance Committee for information as presented.

Carried unanimously

9. Year-End Matrix Assessment

The committee reviewed the Year-End Matrix Assessment and requested the actions below.

ACTION – It was requested that we change the order of the risk controls so that accounting and finance are first then risk and controls and that HR and IT are equally ranked. There was also a suggestion that the skills list for each committee be amended and skills with a zero ranking be removed.

MOVED by Margaret Wu that the Year-End Matrix Assessment be presented by the Audit and Finance Committee to the Calgary Public Library Board to receive as information.

Carried unanimously

10. 2024 Workplan Review and 2025 Recommendations

Legate suggested that we have consider a cyber security update in January or March and continue with the spotlight report planned for July, positioned at the beginning of the meeting so other Board members can join.

11. Other Business

None.

12. Adjournment

MOVED by Evan Legate that the meeting be adjourned at 6:23 pm.

Transcribed by Laura Komianos.

Haritha Devulapally
Committee Chair



The Calgary Public Library Board
2024 Audit Service Plan

Presented to the Audit and Finance Committee October 23, 2024

**To the Audit and Finance
Committee of Calgary
Public Library Board**



Harman Gill
**Lead Client Service and Audit
Partner**



Gabriella Greensill
Audit Manager

Dear Audit and Finance Committee members:

We are pleased to provide you with our audit service plan for Calgary Public Library Board (the “Library”) for the year ending December 31, 2024. This document describes the key features of our plan including our audit scope and approach, our planned communications with you and an estimate of our fees.

Our commitment to you is straightforward: we will provide you with outstanding professional services delivered by an experienced and dedicated team of specialists. Our professionals will continue providing you with best practices and insights to face the increasingly complex array of issues and challenges encountered by organizations like the Library. At Deloitte, we are committed to helping the Library grow and successfully achieve its business objectives in today’s ever-changing economy.

We are providing this audit service plan to the Audit and Finance Committee on a confidential basis. It is intended solely for the use of the Audit and Finance Committee to assist in discharging its responsibilities with respect to the financial statements for the year ending December 31, 2024 and is not intended for any other purpose. Accordingly, we disclaim any responsibility to any other party who may rely on it.

We look forward to discussing our audit service plan with you and answering any questions you may have.

Yours truly,

Deloitte LLP

Chartered Professional Accountants

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Significant risks - management override of controls

03 Delivering Audit Quality

04 Appendices

Appendix 1 - Audit Fees

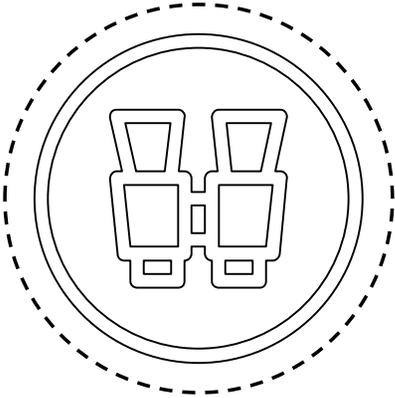
Appendix 2 - 2024 Summary audit timeline

Appendix 3 - Required communications with those charged with governance

Appendix 4 – New and Revised Accounting Standards

Appendix 5 - Draft Annual Engagement letter

Executive Summary





Executive summary

Audit Scope and Terms of Engagement

We have been asked to perform an audit of the Library’s financial statements (the “financial statements”) prepared in accordance with Canadian public sector accounting standards (“PSAS”) as at and for the year ending December 31, 2024. Our audit will be conducted in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”).

The terms and conditions of our engagement are described in the draft annual engagement letter included in Appendix 5. The engagement letter should be signed on behalf of the Board of Director and management.

2024 Audit Matters

New PSAS Standard

Adoption of the following new accounting standards:

- PS 3400 Revenue
- PSG 8 Purchased Intangibles

We will work with management to assess the impact of these new standards on the 2024 financial statements.

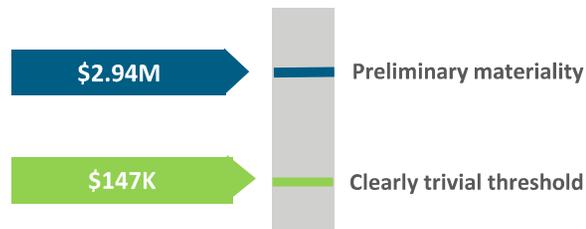
Significant Risks

Status

1 Management override of controls

Continued from prior year

Expected Materiality



Our preliminary estimate of materiality for the year ending December 31, 2024 has been set at \$2,940,000 (2023, \$2,900,000) based on total expenses as at August 2024. We will report to you any uncorrected misstatements greater than our current year clearly trivial amount of \$147,000 (2023, \$145,000). As part of our year-end audit procedures, we will revise materiality based on actual expenses.

Significant Audit Risks and Areas of Focus



Significant risks

Management override of controls



Significant risk

Management override of controls

Assurance standards include the presumption of a **significant risk of fraud** which can be committed through management override of controls.

Management is in a unique position to perpetrate fraud because of its ability to directly or indirectly manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.



Accounting estimates

We will determine whether the judgments and decisions related to management estimates indicate a possible bias, which includes performing retrospective analysis of significant accounting estimates.



Journal entry analysis

We will test a sample of journal entries made throughout the period and adjustments made at the end of the reporting period.



Periodic fraud discussions

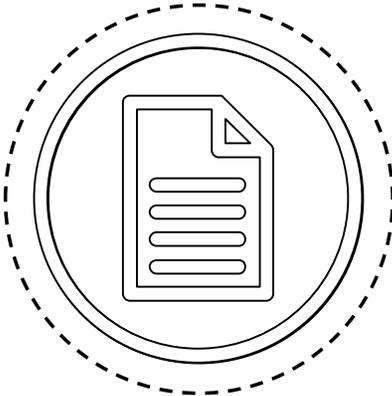
We will ask the Audit and Finance Committee for their views about the risk of fraud, whether they know of any actual or suspected fraud affecting the Library and their role in the oversight of management's antifraud programs. We will also engage in fraud discussions with certain members of management.



Significant transactions

We will evaluate the business rationale for any significant unusual transactions.

Delivering Audit Quality





Delivering Audit quality

Our commitment to you

Our commitment to audit quality means more than just “meeting the standard”.

How we will innovate our audit approach

- **Process innovations** – Guided risk assessments to ensure all audit assertions are covered in our assessment and proactive project management and milestone dates to ensure quality is maintained and deadlines are met
- **Innovation tools** – Leverage Deloitte’s suite of tools including Deloitte Connect, and Excel Analytics.
- **Continuous improvement** – Apply learnings from prior audits to refine our approach and risk assessments



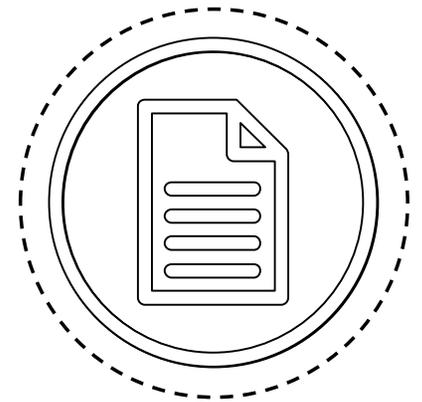
How we will deliver professional excellence

- **Professional skepticism** – Deloitte has focused a lot on information provided by the entity to ensure it is properly tested, reviewing management assumptions and judgement’s which is also highlighted through our Guided risk assessment.
- **Independence** – Regular engagement team conversations and constant learning on independence, Deloitte’s acceptance and continuance processes ensures the firm maintains independence through out.
- **Confidential Information-** Protecting the privacy and confidentiality of our clients and the firm is a cornerstone of the professional standards every Deloitte partner and practitioner commits to upholding every day.

Where we will focus to deliver insights

- Technology and control environment
- Internal controls over financial reporting

Appendices



Appendix 1 – Audit fee



Audit fees	2024 ¹	2023 ¹
Financial statement audit	\$44,000 ²	\$44,200
System conversion	-	\$2,500
Procedures with respect to adoption of Section 3280, <i>Asset Retirement Obligations</i>	-	\$8,750
Total fees	\$44,000	\$55,450

¹ These fees are subject to a 7% administrative charge and applicable GST.

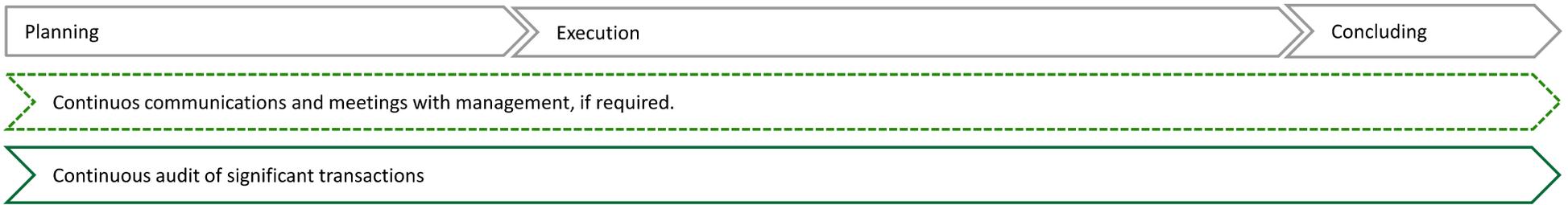
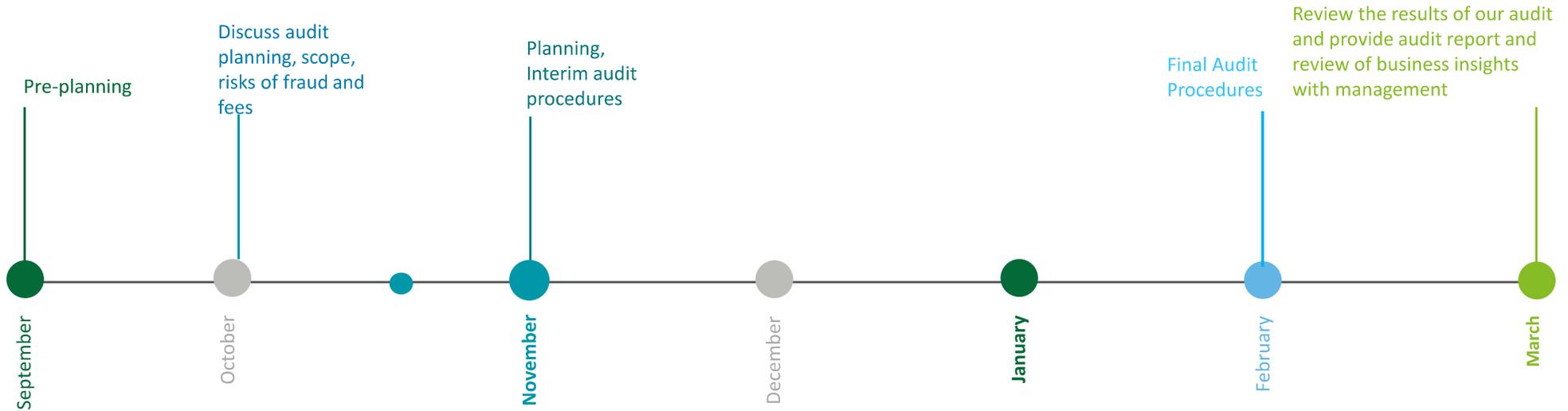
² We are currently in discussions with management to determine the full scope of additional audit effort required with respect to auditing the adoption of the new accounting standards.

Audit scope uncertainty

Our fees do not include changes that may have a significant impact on audit scope and arise as a result of the following:

- Introduction of new accounting standards or changes in auditing standards
- Changes in accounting policies or practices from those used in prior years
- Major events or transactions, such as new acquisitions, significant divestitures or restructuring
- Changes in financial reporting process or IT systems
- Significant changes in internal controls
- The timely and accurate completion of the client participation schedules and financial statements
- A minimal level of audit adjustments (recorded or unrecorded)

Appendix 2 – 2024 Summary audit timeline





Appendix 3 – Required communications with those charged with governance

Canadian GAAS require that we communicate to Those Charged with Governance (TCWG or Audit and Finance Committee) on the following matters:

Required communication	Reference/comments
How TCWG exercise oversight over management’s process for identifying and responding to the risk of fraud and the internal control that management has established to mitigate these risks.	Required inquiry of the Audit and Finance Committee
Whether TCWG have any knowledge of any actual, suspected or alleged fraud affecting the entity, and whether they are aware of any violations or possible violations of laws or regulations and whether they have any information that is important to our identification and assessment of risks of material misstatement.	Required inquiry of the Audit and Finance Management Committee
Enquire with TCWG about their understanding of the Library's relationships and transactions with related parties that are significant to the Library and whether they have any concerns regarding relationships or transactions with related parties and, if so, the substance of those concerns.	Required inquiry of the Audit and Finance Committee
<ul style="list-style-type: none"> • Objectives of the audit engagement and our responsibilities under the audit, as well as management's responsibilities. • Form, timing and expected general content of communications, including a reference to the expected form and content of the auditor's report. • The identity and role of the engagement partner. 	Annual Engagement Letter
<p>An overview of the overall audit strategy, addressing:</p> <ol style="list-style-type: none"> a. Scope and timing of the audit b. Significant risks, including fraud risks c. Nature and extent of specialized skill or knowledge needed to perform the planned audit procedures or evaluate the audit results related to significant risks (includes the use of experts/specialists) d. Extent to which we plan to use the work of the Library personnel and third parties working under the direction of management or the audit committee when performing the financial statement audit e. Extent to which we plan to use the work of others when performing the financial statement audit f. Names, locations, and planned responsibilities of other independent public accounting firms or others that perform audit procedures in the audit (including firms that perform audit procedures in the current-period audit, regardless of whether they otherwise have any relationship with us or other persons, who are not employed by us, that perform audit procedures in the current-period audit) 	Audit Service Plan



Appendix 4 – New and Revised Accounting Standards

The following is a summary of certain new standards, amendments and proposals that will become effective in 2024 and beyond.

To review all recent amendments that will impact your organization in the foreseeable future, we invite you to review our [Standard section of iasplus.com](https://iasplus.com).

Public Sector Accounting Standards

Title	Description	Effective Date for the Library
Section PS 3400 - Revenue	This Section establishes standards on how to account for and report on revenue. Specifically, it differentiates between revenue arising from transactions that include performance obligations and transactions that do not have performance obligations.	December 31, 2024.
Section PS 3160 - Public Private Partnerships	This Section establishes standards on how to account for public private partnership arrangements.	December 31, 2024.
Guideline PSG 8 Purchased intangibles	This Guideline explains the scope of the intangibles now allowed to be recognized in financial statements given the removal of the recognition prohibition relating to purchased intangibles in Section PS 1000.	December 31, 2024.
Section PS 1000 Financial statement concepts	This Section describes the concepts underlying the development and use of accounting principles in government financial statements. Such financial statements are designed to meet the common information needs of external users of financial information about a government.	Effective January 1, 2005. The amendments are effective for the December 31, 2024 fiscal year end. with earlier application permitted. Retroactive or prospective application is allowed. The Conceptual Framework applies to the December 31, 2027 year end. Earlier adoption is permitted.
The Conceptual Framework for Financial Reporting in the Public Sector	The PSAB's Conceptual Framework for Financial Reporting in the Public Sector replaces the conceptual aspects of Section PS 1000, Financial Statement Concepts, and Section PS 1100, Financial Statement Objectives	The Conceptual Framework applies to the December 31, 2027 year end. Earlier adoption is permitted. This Conceptual Framework is to be applied prospectively.
Section PS 1100 - Financial statement objectives	This Section identifies and describes objectives of government financial statements that are generally acceptable to the users and preparers of the statements.	This Section applies to federal, provincial, and territorial governments for fiscal years beginning on or after April 1, 2005. Earlier adoption is encouraged. The Conceptual Framework applies to fiscal years beginning on or after April 1, 2026. Earlier adoption is permitted.

Appendix 5 – Draft Annual Engagement letter



Please refer to the accompanying draft annual engagement letter.



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**Report to the
Calgary Public Library Board
Audit & Finance Committee
October 23, 2024**

Controller's Report for the Month Ended September 30, 2024

The management financial reports of Calgary Public Library for the quarter ended September 30, 2024, are appended to this report for information. The financial 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.

A. Executive Summary

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

- Financial Dashboard
- Operating Reserve
- Capital Lifecycle Reserve

Library continues to increase its program and project spending in Q3, driven largely by significant projects like the Skyview Prototype location opening in early October 2024, and ongoing safety grant spending. The year-end forecasted surplus includes \$0.2M of additional interest revenue and \$0.6M from salaries and benefits. Management has reallocated the surplus towards evolving operational needs and project priorities at the Library.

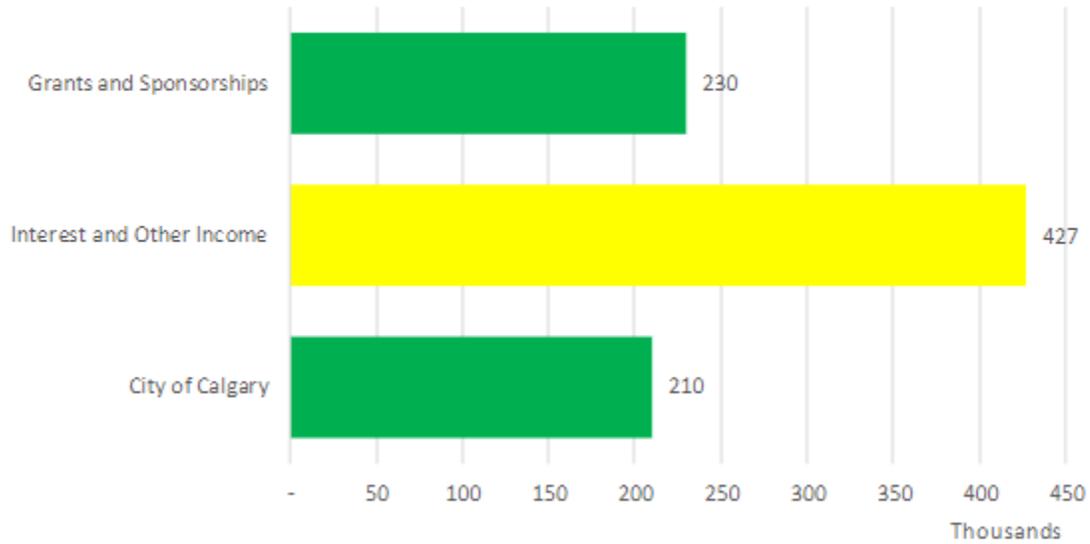
The Library experienced a cybersecurity breach and our technology teams and security consultants acted swiftly to initiate containment procedures that required the shutdown of servers and systems. The investigation is ongoing and the Library is working closely with the City of Calgary's Risk Management and Insurance team, as well as insurance providers. Library leadership has prioritized supporting IT and operational requirements for a secure return to full service.

B. Statement of Financial Position

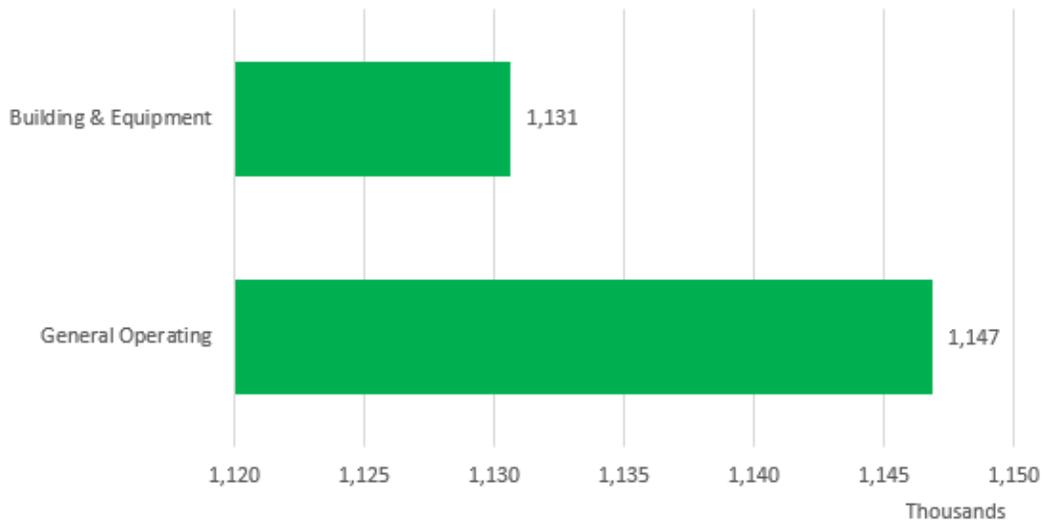
Net Financial Assets are \$9.9M at quarter end. Accounts receivable includes capital transfers from the City of Calgary, deposits and GST reimbursements. Accounts payable and accrued liabilities relate to Salaries and Benefits accruals and amounts owing to vendors. Deferred revenues include the Provincial Grant received for 2024, City one-time funding and Safety Grant received, and money received from the Foundation for various restricted grant programs.

C. Budget Variances

Revenue YTD Budget Variance



Expense YTD Budget Variance



	No areas of concern / Timing differences
	Management proactively monitoring to reallocate
	Area of concern

D. 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 September 30, 2024.

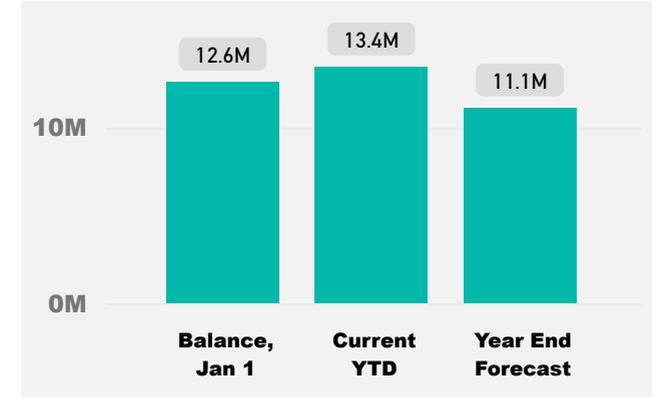
Prepared by Chae Jun CPA, CGA, MBA

Controller

Commentary

- Current YTD Cash balance includes:
 \$3.0M Restricted Operating Reserve
 \$5.5M Accounts Payable and Deferred Revenue
 \$3.0M Capital Lifecycle Reserve

Cash Position Forecast, as of Sep 30, 2024



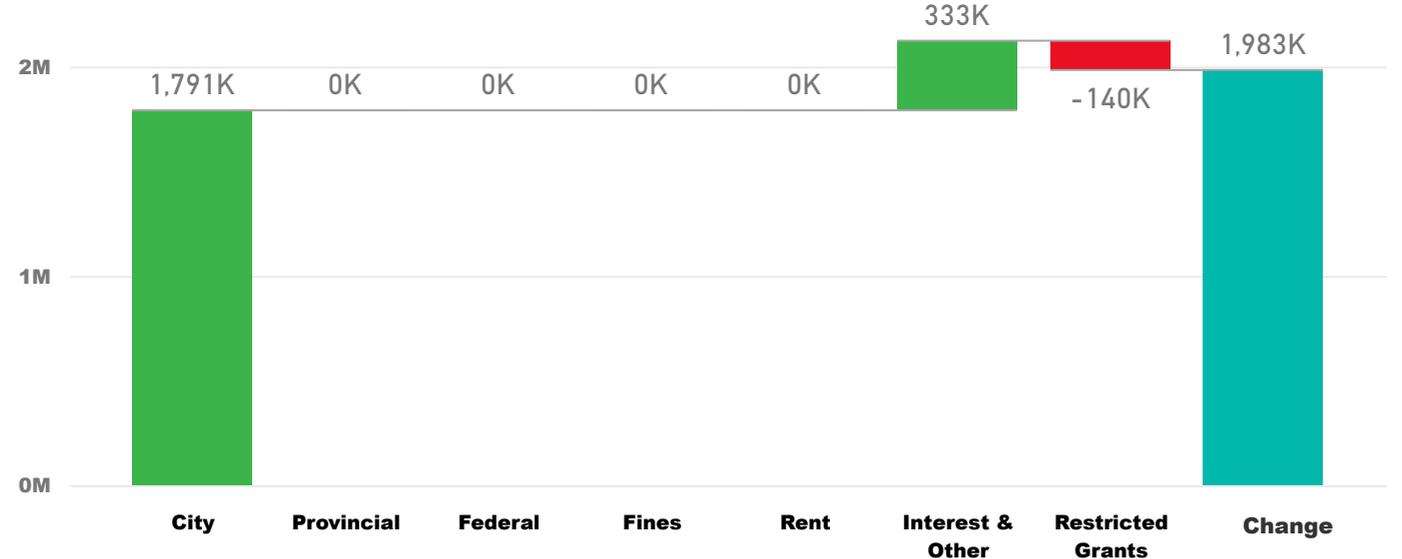
Revenue Year End Forecast, as of Sep 30, 2024

- The year end forecast revenue increase for the City is due to the Safety Grant funding (\$750K), 2024 CUPE increase (\$979K), and insurance proceeds.

- The year end forecast Interest & Other revenue increase is due to higher interest revenue of \$200K and \$110K withdrawal from the shared reserve from Genesis Centre (Saddletowne Library). The withdrawal has been transferred to the Capital Lifecycle reserve.

- Restricted Grants decrease is due to the projected deferrals of \$363K, and additional grants received from the Foundation.

- Increase
- Decrease
- Change



Board-Approved Budget Revenues
69,824K

Forecasted Revenues
71,807K

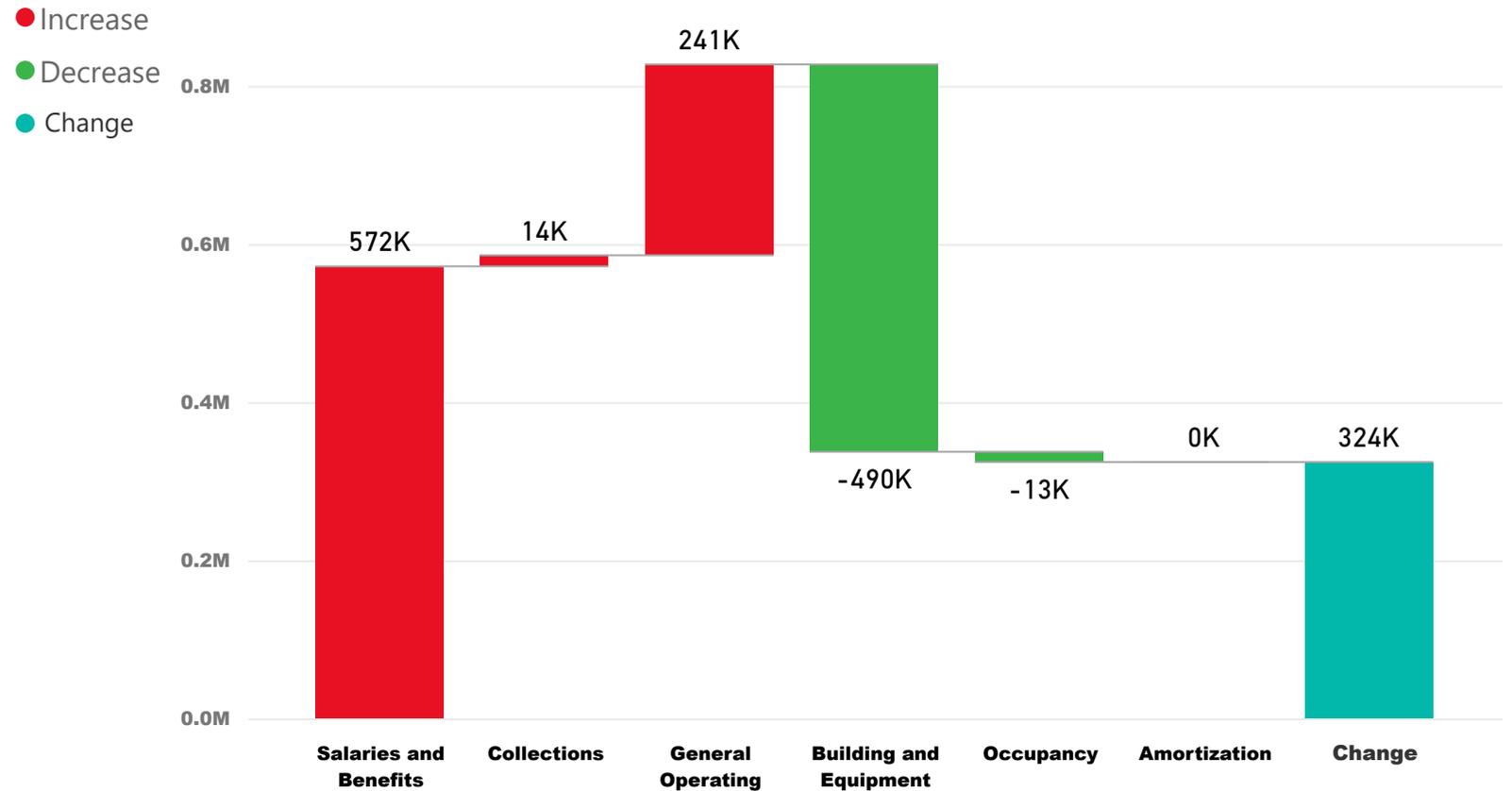
Commentary

- Salaries and Benefits forecasted net increase reflects the 2024 CUPE Increase (\$1.0M), 2024 Retention payment (\$0.2M), less projected grant deferrals (\$0.1M), and the total projected salary savings at year end \$0.6M of which management is proactively monitoring to reallocate.

- General operating increase is mainly due to the transfer from Building and equipment for IT (\$250K).

- Building and equipment decrease is due to the reallocation to Lifecycle projects for Skyview fit-up (\$100K), Fish Creek (\$140K) and to IT, mentioned above.

Expense Year End Forecast, as of Sep 30, 2024



Board-Approved Budget Expenses
77,334K

Forecasted Expenses
77,658K

Lifecycle Funding Commentary

- Carry forward funds include \$1.2M of The City lifecycle grant and \$1.1M asset management funds from prior year.

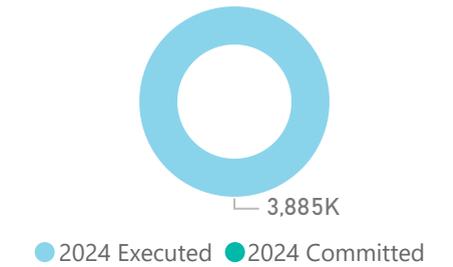
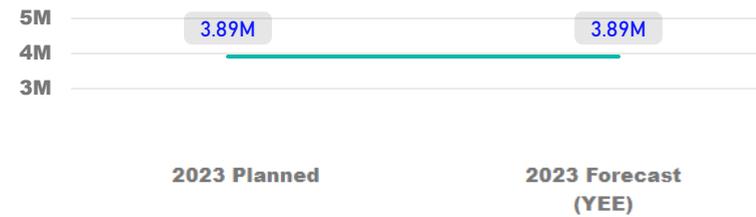
- Current year funds include \$4.8M of The City funding, and \$0.2M asset management from the operating funds.

Lifecycle Surplus Forecast, as of Sep 30, 2024

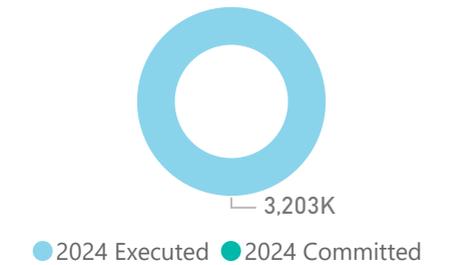
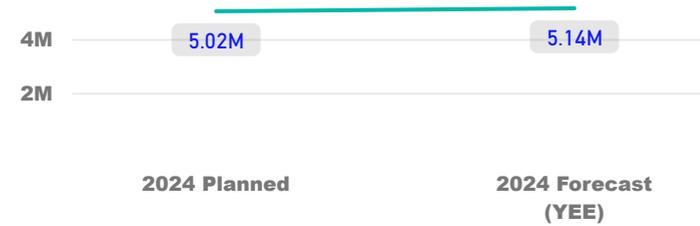


Funding Source

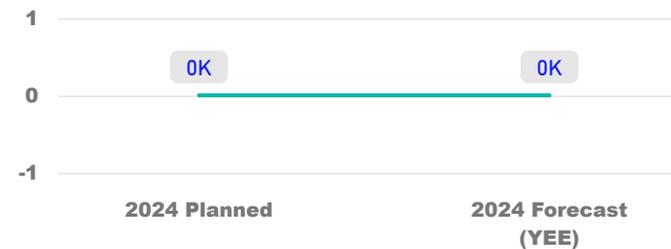
Carry Forward



Current Year Funds



Growth Projects Funds



Lifecycle Spending Commentary

- Carry forward projects include: Fish Creek (\$2.1M), Giuffre (\$0.5M), and Operations Centre (\$0.4M).

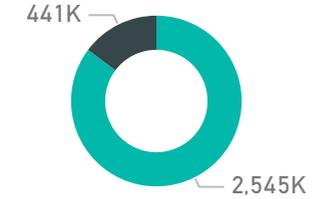
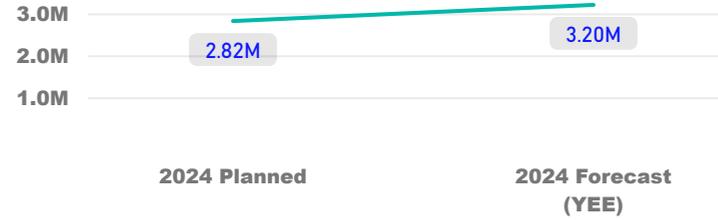
- Current year building projects include Louise Riley (\$0.4M), Skyview Fit-up (\$0.7M), Memorial Park Roof Replacement (\$0.3M), and Alarm upgrades (\$0.2M).

- Furniture decrease is due to reallocation to Fish Creek (\$140K) and IT (\$150K).

- The Library purchased four vehicles, and will purchase two additional vehicles by year end.

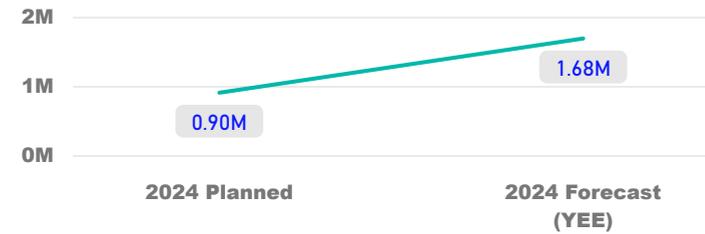
Spending Profile -1-

Carry Forward Projects



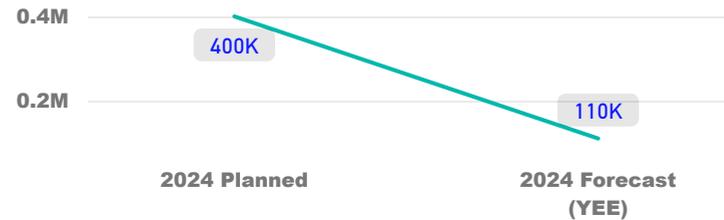
Category ● 2024 Executed ● 2024 Committed

Building



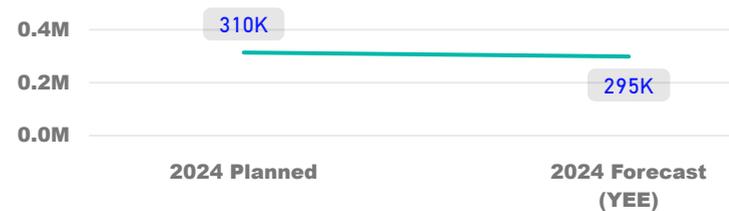
Category ● 2024 Executed ● 2024 Committed

Furniture



Category ● 2024 Executed ● 2024 Committed

Vehicles



Category ● 2024 Executed ● 2024 Committed

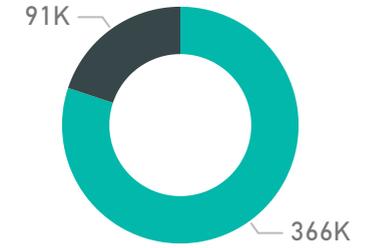
Commentary:

- IT lifecycle spending includes network and end-user equipment replacement, \$500K automated material handling equipment, and transfer for cyber security network equipment (\$250K).

- \$500K of Collections is funded from Capital Lifecycle reserve.

Spending Profile -2-

Technology



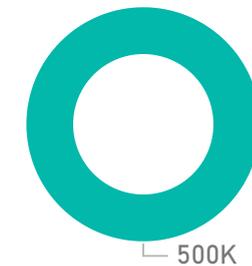
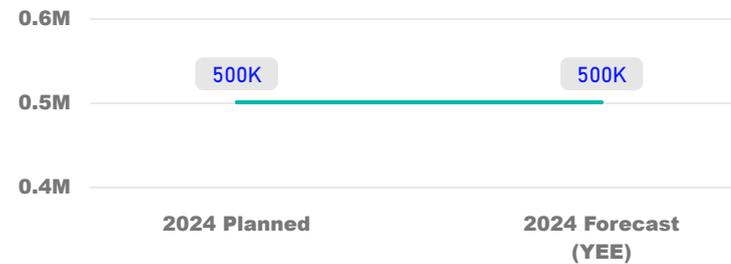
Category ● 2024 Executed ● 2024 Committed

Demand Maintenance - Small Projects



Category ● 2024 Executed ● 2024 Committed

Collections



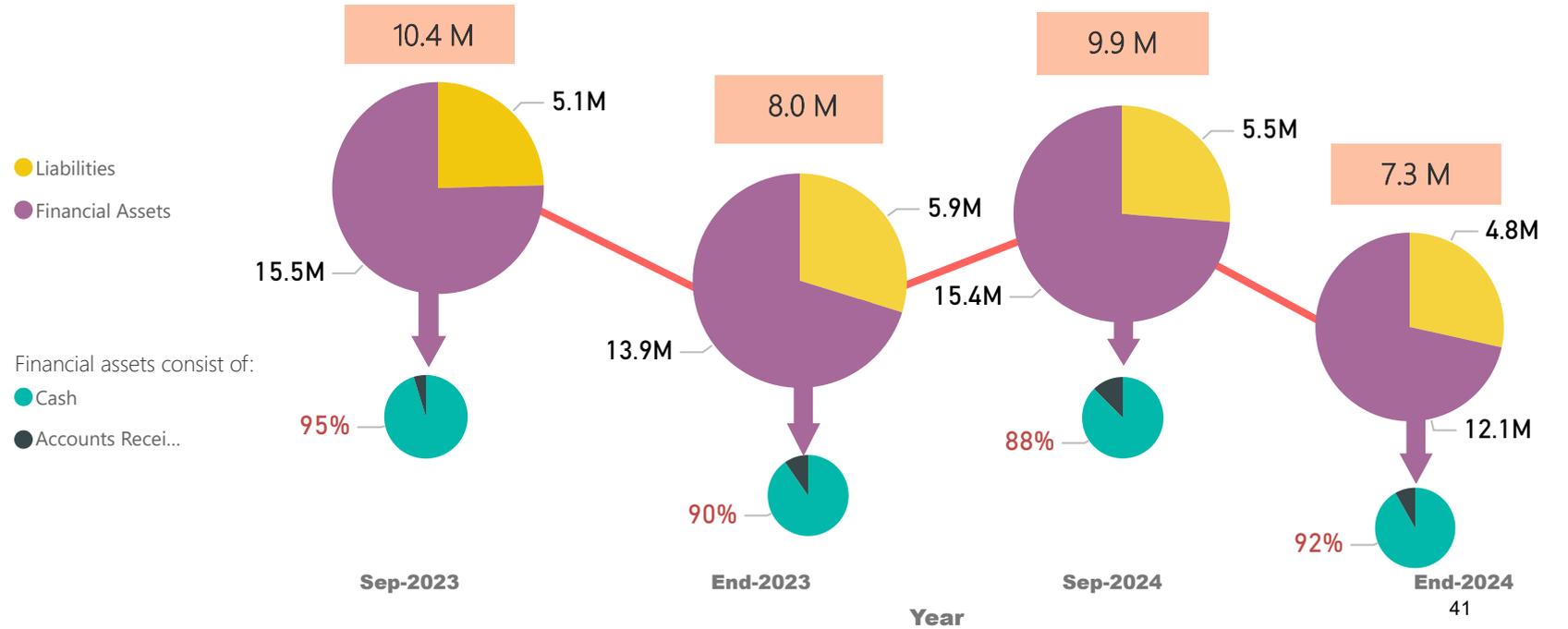
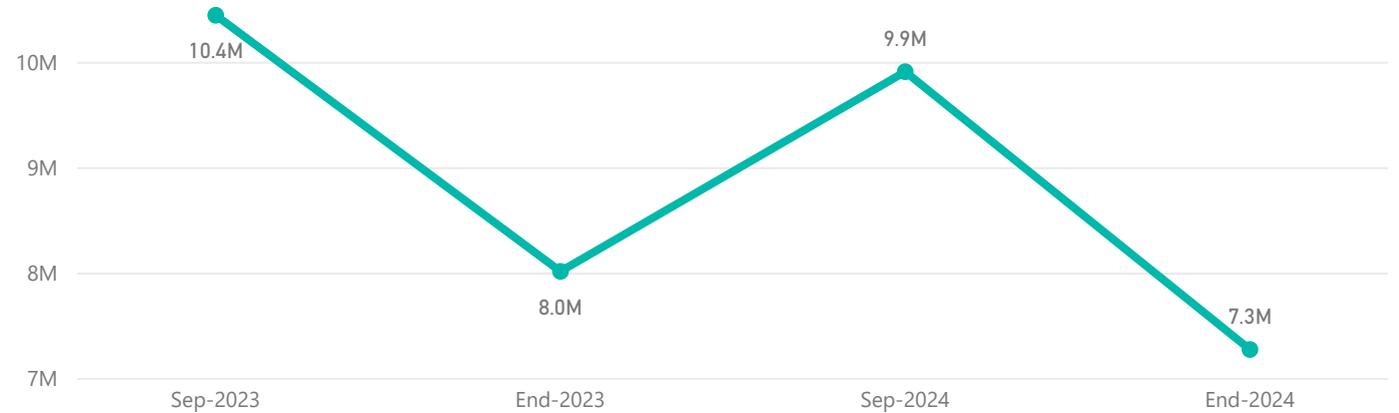
Category ● 2024 Executed ● 2024 Committed

Commentary

- Year-end forecasted Net Financial Assets is \$7.3M, as of Sep 30, 2024. The working capital remains strong throughout the year despite the decreasing trend.

Statement of Financial Position, as at Sep 30, 2024

Net Financial Assets



Commentary

- The increase of Tangible Capital Assets is due to additions from capital projects (\$5.7M).

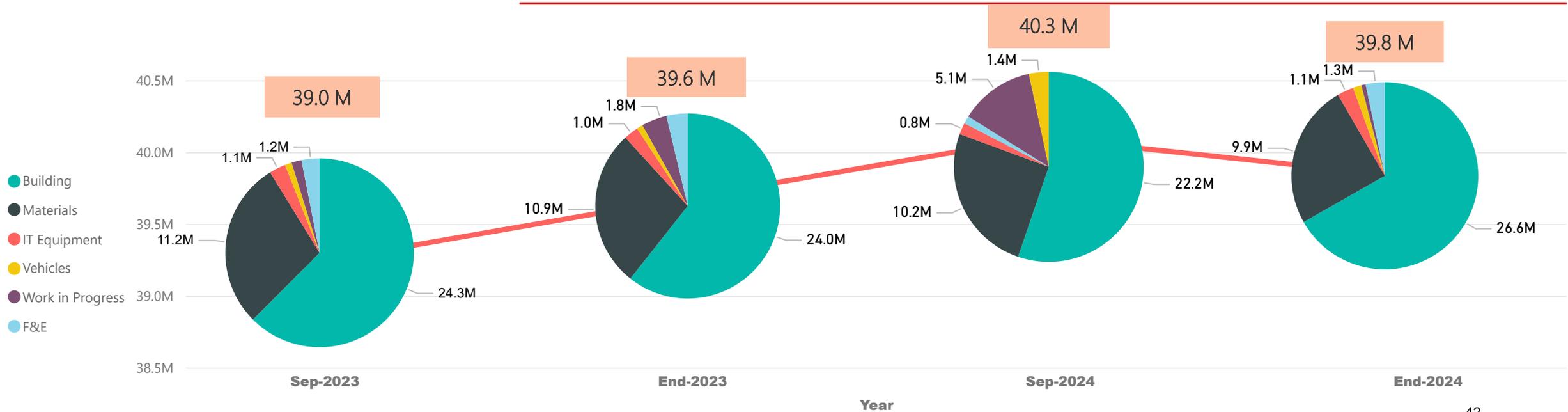
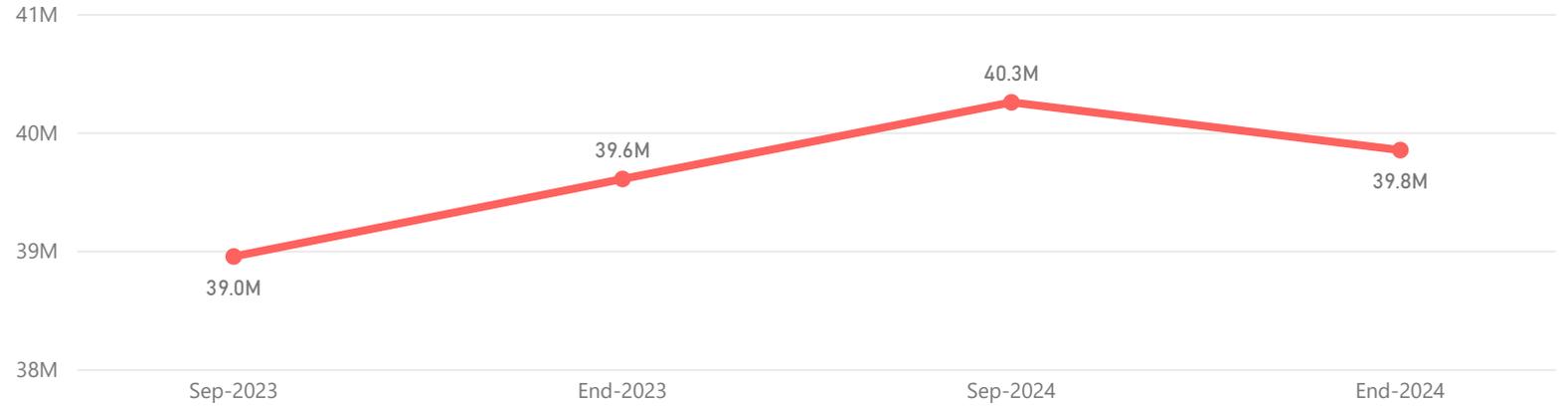
Actions

2024 additions:

- Books: \$1.5M
- Buildings: \$3.5M
- IT: \$0.4M
- Vehicles: \$0.3M

Statement of Financial Position, as at Sep 30, 2024

Tangible Capital Assets

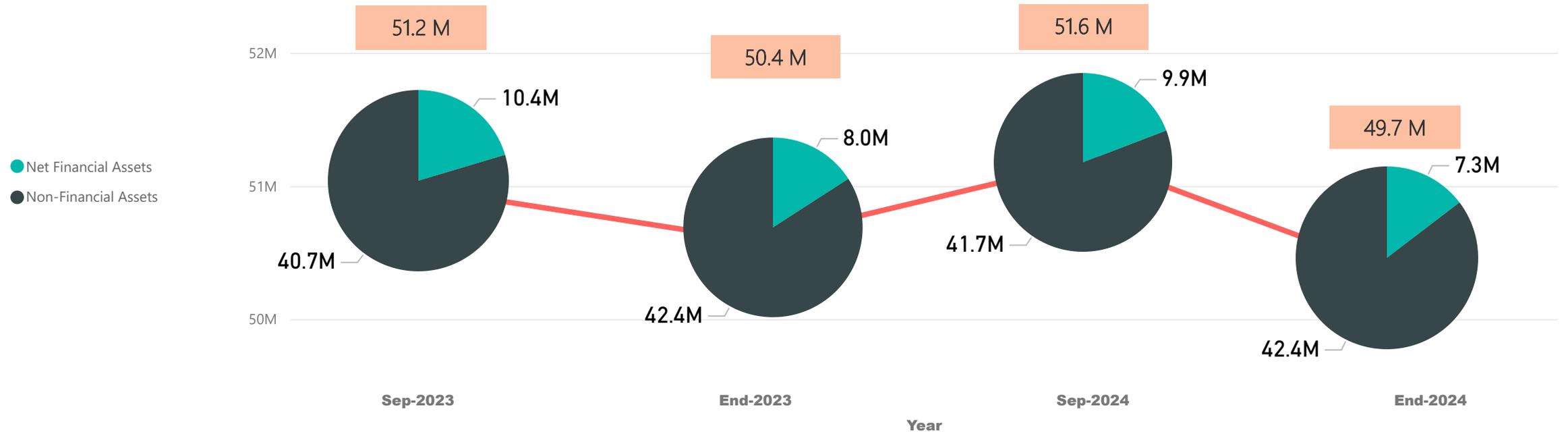
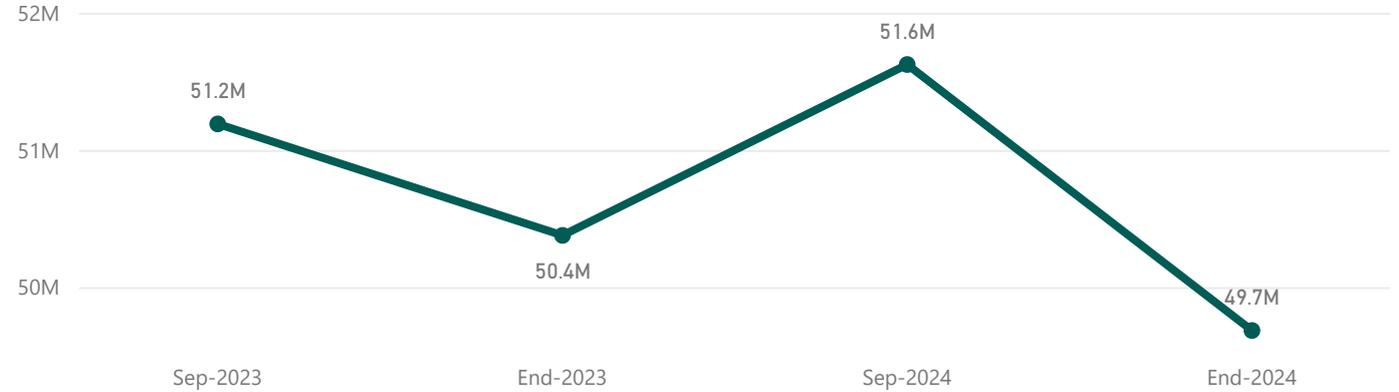


Statement of Financial Position, as at Sep 30, 2024

Commentary

- The decreased Accumulated Surplus is due to decreasing trend in TCA compared to prior years.

Accumulated Surplus



Operating Reserve Fund	Projects	Description	2023 Carry Forward	2024 Planned	2024 Executed	2024 Committed	2024 Total
As at September 30, 2024							
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	2023 Carry Forward Projects	-	-	-	-	-
	New Projects	2024 Projects	-	-	-	-	-
Total Spending Profile			-		-	-	-
Total Funds Available			3,000		-	-	3,000

Capital Lifecycle Funding and Spending Profile	Projects	Description	2024 Planned	Account	2024 Forecast (YEE)	2024 Executed (YTD)	2024 Committed (YTD)	2024 Total (YTD)
September								
Funding Source			(*000)					
		Carry Forward Funds	3,885		3,885	3,885	-	3,885
		Current Year Funds	5,024		5,135	3,265	-	3,265
Total Funding Available			8,909		9,020	7,150	-	7,150
Spending Profile								
	Carry Forward Projects	2023 Carry Forward Projects	2,816		3,202	2,545	441	2,986
	New Projects	Building - Lifecycle	900		1,284	556	382	938
		Demand Maintenance	400		300	57	40	97
		Furniture	400		110	4	12	16
		Vehicles - Lifecycle	310		295	199	96	295
		Technology	700		950	366	91	457
		Automated Materials Handling	455		455	141	184	325
		Growth Projects	-		-	-	-	-
		Collections	500		500	500	-	500
		Asset Management	316		267	242	2	244
Total Spending Profile			6,797		7,363	4,610	1,248	5,858
Net			2,112		1,657	2,540		3,162

CALGARY PUBLIC LIBRARY FOUNDATION UPDATE



NOVEMBER 2024

HIGHLIGHTS

- **Lit Gala: Once** took place on November 8 at Central Library. 260 guests attended the event, which raised more than **\$600,000** for highest-priority needs.
 - › The silent auction raised **\$36,815** and *Blind Date with a Book* raised **\$12,095**.
 - › Running from October 8 to November 12, the **50/50 Cash Raffle** raised **\$10,960**, split between the winner and the Library Foundation.
- **1,140 new donors** have supported the Library Foundation so far this year.
- The Library Foundation was one of just three charities that received matching unrestricted funds through **Macquarie Group's Annual Charity Fundraiser Mix-Off**. The fundraiser also brought forth 79 new donors for our team to connect with.
- The **September Direct Mail**, focusing on the rise in book prices and equitable access to books through the Library, raised **\$65,227**.
- Following the cybersecurity attack, the Library Foundation sent out a fundraising appeal focusing on the pivotal role the Library plays in connecting our community to technology and digital resources. The appeal raised **\$18,963**, which was matched up to \$10,000 by an anonymous donor.
- Gift Highlights include:
 - › \$430,000+ supporting **Job Desk** for 3 years
 - › \$100,000 for **Mobile Teen Tech Labs**
 - › \$80,000 for **Human Rights & Holocaust Education** and highest-priority needs
 - › \$25,000 for highest-priority needs
 - › \$20,000 for **My First Bookshelf**
 - › \$10,000 for highest-priority needs
 - › \$5,000 for **Free. Period.**
- **LibraryStore pop-ups** are running every Tuesday at Central Library for the holiday season.
- This fall we **launched a [Third-Party Fundraising webpage](#)**. This page shares information about how community groups, businesses, and individuals can fundraise on behalf of the Library Foundation.
- On November 22, we hosted Locked **Library Force of Nature Presented by Mortgage Connection** at Central Library. As of November 21, 538 tickets were sold.



CALGARY PUBLIC LIBRARY FOUNDATION UPDATE



NOVEMBER 2024

UPCOMING

- The **Year-End Campaign** has secured more than \$100,000 in matching funds thanks to a group of generous donors (Pam Draper, Judith Umbach, Anonymous x5).
- The **Holiday Direct Mail** launched on November 12.
- The **2024 Charitable Gift Guide** will launch on Giving Tuesday, December 3, and run until the end of the year. The Charitable Gift Guide will be available to browse online at LibraryGiftGuide.ca and in print format distributed to all Library locations.
- Our **Holiday 50/50 Cash Raffle** will run from December 2 to 20.
- Our annual, free **Giving Tuesday Fundraising Breakfast** will take place at Central Library the morning of **December 3**. If you are interested in inviting your networks and hosting a table, please contact Anne@LibraryFoundation.ca



"I think the library is one of the most incredible places in the world. It gives you a space to be safe, to be yourself, to learn, and it does all of this while being completely free to access. As a child, I didn't have a lot of friends, but I had books, and I was able to get as many as I wanted from our very own public library. It's so important to have these public spaces in our community; for kids to have access to knowledge and fun for free, and for adults as well. The library matters because it's free, because it's accessible, and because there are amazing services the library provides to us. I love the library and all that it offers."

— Sofia G., Library Member

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		
8. Recognition and appreciation of any departing Board member	X								X				
Governance Committee													
9. Meeting Report(s)	I		I		I	I			I			I	
10. Organizational Meeting Review and Recommendations	I												
11. Board Self Evaluation Results Review and Recommendations	I												
12. New Member Appointment Recommendations (in camera)									A				
13. New Member Orientation									X				
14. Board Governance Bylaw Review (revisions require Board approval)									I				
15. Board Policy Review (revisions require Board approval)									I				
16. CEO Performance Review (in camera)									I				
Strategy and Community Committee													
17. Meeting Report(s)	I		I		I	I			I			I	
18. Community Library Liaisons	X												
19. Board Retreat Recommendations	X												
20. Board Advocacy Recommendations									A				
21. Strategic Plan (2022, 2026, 2030)						A							
Audit and Finance Committee													
22. Meeting Report(s)	I		I		I		I*		I			I	
23. Annual Budget	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. Annual Financial Audit			A										
25. Revolving Credit Facility Confirmation	I												
26. Operating Reserve Fund Review	I												
27. Quarterly and Annual Financial Review	I		I		I		I*		I			I	
28. Quarterly and Annual Risk Review	I				I		I*		I			I	
Calgary Public Library Foundation													
29. Report to the Board	I		I		I	I			I			I	

* July meeting cancelled in 2024