CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, November 23, 2022
Online via Microsoft Teams

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PUBLIC
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11.   **Calgary Public Library Foundation Update**

12.   **Other Business**

13.   **In Camera**

14.   **Adjournment**

TREATY 7 LAND ACKNOWLEDGEMENT

To begin our meeting today, we acknowledge Moh'kinsstis (*Moh-gin-tsss-iss*), the lands where the Elbow and Bow Rivers meet. In the spirit of Truth and Reconciliation, we recognize the ancestral territories, cultures, and oral practices of the Blackfoot people, which include the Siksika (*Six-ih-gah*), Piikani (*Bee-gun-nee*), and the Kainai (*Gaa-nah*) First Nations. We recognize the Iethka (*Ee-ih-th-kah*) Stoney Nakoda Nation, including Chiniki (*Chin-ih-key*), Bearspaw, and Wesley (*Wes-lee*), and we recognize the Dene (*De-nay*) people of the Tsuut'ina (*Sue-tin-ah*) First Nation. The City of Calgary is also the traditional homeland of the Historic Northwest Métis and is home to the Métis Nation of Alberta, Region 3.

Calgary Public Library serves the community on this traditional land, and we honour all people who share, celebrate, and steward the Treaty 7 territory of Southern Alberta. This Land Acknowledgement reminds us of the histories that precede us, highlights our responsibilities going forward, and helps bring us together on a shared journey of Truth and Reconciliation.

PRONUNCIATION GUIDE

HELLO:

Oki - Oo-gee (Blackfoot hello)

Âba wathtech - Om-bah-wah-stitch (Stoney Nakoda hello)

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

Tawnsi – Taah-n-shay (Michif (Métis language) hello)

BLACKFOOT CONFEDERACY NATIONS:

Siksikaistitapi - Six-ih-gay-tss-ih-taa-bee is the Blackfoot Confederacy which is comprised of the four Blackfoot nations.

Siksika Nation - Six-ih-gah

Piikani Nation - Be-gun-nee

Kainai Nation - Gaa-nah

Mohkinstsiss (Moh-gin-tsss-iss) 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.

TREATY 7 NATIONS:

Tsuut'ina - Suu-tin-Ah (Dene people of the Beaver clan)

Iethka Stoney Nakoda – Ee-ih-th-kah Stoney Nuh-koh-duh

Chiniki Band –Chin-ih-key

Bearspaw Band –Bears-paw

Wesley Band – Wes-lee

CEO Report
November 2022

Calgary Public Library is celebrating 110 years of connecting Calgarians with ideas and inspiration this year and in October, which is National Library Month, announced its 110 Together festival that includes ten weeks of special programming, events, giveaways, and more. The city-wide festivities began on Saturday, October 15 with the return of Love Your Library Day. The celebrations also included the launch of our new strategic plan, special exhibitions pulled from our archive, and more special events and programming leading to year-end. The Library also released a special [Calgary's Story video](#) tracing our history.

This milestone comes at a time when the Library has its largest membership and circulation to date with over 745,000 active members and circulation exceeding 14 million annually. The system continues to bounce back following pandemic-related service disruption with visits and program registration trending upwards.

On November 7, the Library launched its 2023 – 2026 Strategic Plan, *Everyone Belongs at the Library*. The strategic plan is presented as a magazine-style update that includes information on the Library's commitment to Truth and Reconciliation; Equity, Diversity, and Inclusion; as well as important information on Intellectual Freedom. The public can pick up a printed copy at their nearest location or download a copy at calgarylibrary.ca/about-the-library.

This bold plan is powered by our incredible staff and our Innovation Engine, a design-centered approach to understanding current and emerging community needs and developing programs and services that seek to transform and inspire.

Government Relations

The City of Calgary's 2023 – 2026 Service Plans and Budgets was released publicly on November 8, 2022 and Council will begin deliberations on November 21. The Library has been invited to present on our objectives and plans for the next four years.

The budget recommended to Council recognizes the vital role the Library plays in the community by supporting our inflationary and enhanced service requests as well as a robust asset lifecycle grant and funding for three new library buildings.

The Library welcomes Rebecca Schulz as the new Minister of Municipal Affairs. We have already reach out to Minister Schulz with our congratulations and we look forward to scheduling a meeting with her office in the coming months to update her on library service in Alberta's largest city and continue our collaborative relationship with the Province.

System Developments

Sage Hill Library celebrated five years of service this fall and provides a reminder of how long this short-term satellite location continues to over-deliver despite its small size. Little Sage Hill Library had two of the Grand Prize Ultimate Summer Challenge prize winners, showing how much a full-size library would benefit the community. Staff can only imagine how busy the future Symons Valley location will be.

Shawnessy's renovation was completed at the end of September. The six new meeting rooms are especially popular, receiving over 200 bookings in the first ten days. The new checkout stations ensure that all patrons can check out their own items, and the height-adjustable info desk stations allow staff members to help patrons even more easily. The new carpet and paint make the space look fresh and spacious. Visits and circulation have been increasing steadily since the renovation, and feedback from patrons has been overwhelmingly positive.

City centre libraries are participating in a trial to optimize the magazine collection to a small core collection. A reduction will allow the shifting of collections to provide more face-out display space and more generous shelving space in previously crowded collections.

Collections and Facilities are always looking to improve layout and shelving for accessibility and attractiveness. For example, the main floor at the Nicholls Family Library has recently been rearranged to make the space more inviting and to add additional lighting, and Rocky Ridge staff just completed an assessment to ensure there is room for fresh titles before the holidays.

Operational Highlights

On September 18, the Library held a recognition event for all staff and their families at the Zoo. There were 680 employees and their family members who enjoyed breakfast, face painting and access to the zoo grounds. Employee feedback was overwhelmingly positive, and they were grateful to connect with their team members after two years of virtual events.

The return of Love Your Library Day was a highlight of the year for staff and visitors. Love Your Library Day brought over 20,500 visitors to locations day-of. This represents a 44% increase from the visitor average from the previous four Saturdays. This is also 5% higher attendance than the last Love Your Library Day on August 17, 2019. Locations were activated by face-painting, henna art, magic shows, balloon artists, and more, and the Library worked with Stagehand to program local musicians at locations in the afternoon.

The 110 Together campaign also brought a special event to Central Library on October 31 with our first Mayor's Halloween Storytime. Over 200 people attended this special event with Mayor Gondek in the Shaikh Family Welcome Gallery before she moved into the Patricia A. Whelan Performance Hall for a virtual version that reach 229 classes and over 5,700 students. The Mayor and the Library hope this will become an annual tradition.

Locations across the city continue to see increased visits and circulation. For example, Seton continues to be one of the busiest branches for visits; the branch had 39,632 visitors in October, just slightly behind Saddletowne.

Staff continue to provide valuable outreach programs in communities across the city, with many noting an increase of newcomers and refugees being introduced to the Library. In September, Southwood staff attended the Youth Multi-Cultural Newcomer Fair, organized by the Calgary Bridge Foundation for Youth, where they engaged with many newcomers and built relationships with partner agencies. One such partner remarked: "We refer our clients to the Library all the time! Thank you so much for what you do!"

Leading up to National Day for Truth and Reconciliation on September 30, patrons at all locations were invited to write messages of hope to Elders on orange feathers, which were collected and shared with members of the Elders' Guidance Circle. Central Library was open on September 30 to provide access to programming and resources. The Library facilitated a KAIROS Blanket Exercise program that day, providing an opportunity for participants to build an understanding of the shared history of Indigenous and non-Indigenous peoples in Canada. For the third year in a row, the Library partnered with the University of Calgary's Office of Indigenous Engagement on several events to mark National Day for Truth and Reconciliation.

From September 29 to October 6, Central and Memorial Park welcomed Wordfest's Imaginarium back to the Library. High-profile student events with Yann Martel, David Robertson, and Sarah Polley brought large groups of students to Central. Other memorable events included the opening event, an Evening with Douglas Stuart at Central, and a Laureate-A-Rama at Memorial Park.

A focus for the Library this year was reactivating locations and returning to typical service models. Library staff have worked hard to create vibrant locations that welcome back visitors and introduce new members to the value and impact of libraries. Staff at Giuffre Family Library shared a heartwarming experience of a young patron who regularly attends their Lego Club. Last month, she created a replica of the Giuffre Family Library, complete with a book-drop and emergency exit and proudly displayed it for staff.

Children's Artist in Residence, Natalia Ionescu, kicked off her programming on October 20 with a 'Discover Art Through Nature' program for ages 6 – 10 at Fish Creek Library. Natalia's programming merges playful design with technology and her residency includes public programs and one-on-one consultations.

The My First Bookshelf program continues to be extremely well-utilized and maintains a registration capacity of 2500 active participants with an additional 496 children on the waitlist. Since the program began in November 2020, a total of 567 children have graduated from the program. Calgary Public Library Foundation are proud supporters of this program.

The Teen Tech Lab Open Lab program will expand from Central Library to Crowfoot, Saddletowne, and Seton. Recruitment has begun to onboard and train Teen Tech Lab Guide volunteers to support these additional programs. Additionally, over 380 youth volunteers, with approximately 130 new, have been placed at Library locations for the winter sessions of Reading Buddies, Coding Buddies, and Code Club programs.

Job Desk, offered in partnership with Bow Valley College, provided one-on-one job support services to 92 patrons in October. In 2022, from January to October, 853 patrons received coaching support online or in-person at Central Library's Job Desk. This represents a 6% increase in the number of patrons served over the same period last year and puts us in line to achieve our target of 1,000 patrons served in 2022. In addition, 474 patrons have attended the Job Desk's Career Basics workshops, averaging 14 attendees per workshop.

Rozsa Arts at the Library included 24 performances and workshops held at 12 different Library locations from August 25 to October 2, culminating with a final multi-artist showcase at the Central Library. 48 individual performing artists and workshop facilitators participated, with 2,774 patrons of all ages encountering the performances and registering for workshops. To further extend the program's scope, offerings for the month of September were under the umbrella of Alberta Culture Days.

Library School has returned to Central for the Fall and has been busy. CBC and the Library partnered to bring journalists Elise Stolte and Jenny Howe to visit with students and speak about the importance of community news and listening to stories from everyone. Students then got a chance to be interviewed for the radio!

Strategic Initiative Highlights

As a way to strengthen connections between Service Design and Service Delivery, Design Leads have been matched with community library locations as designated "Design Buddies". During regular Design Buddy visits, they build awareness and capacity in design thinking by facilitating design activities, participate in programs and services, and engage in regular conversations with staff and patrons to understand trends and community needs.

The Newcomer Desk pilot launched at the Central Library in October in collaboration with Immigrant Services Calgary. Visitors to the desk can meet with agency staff on a drop-in basis to receive support and information on settlement, housing, employment, English language learning, healthcare, childcare, transportation, recreation, citizenship, education, and more. In the first week, staff reported over 50 drop-in appointments. Additional Library locations with large newcomer demographics have been identified for possible expansion in 2023.

As part of the launch, the Library's New to Canada webpage has been updated with information about the Newcomer Desk and digital resources to support newcomers and locally available services provided by the City of Calgary.

The Library is proud to be a resource for programs, services, and items related to Truth and Reconciliation. At Signal Hill, a preschool teacher needed help finding Indigenous books for Truth and Reconciliation Day. She had some books on her list, and the staff member was able to find a lot more. They also told her about the Land Acknowledgement Rhyme and poem we use for our Family Storytimes.

The Library will also be launching an updated Land Acknowledgment in time for Accelerator Week, our annual staff training and development event in late November. The new Land Acknowledgment follows in-depth staff engagement and community consultation to provide updated training aides to ensure we all understand the importance of recognizing the land we live and work on.

Demand for school-age programs and resources continues to be high across the system and we continue to look for new ways to better support parents, caregivers, and educators. Community Library School Tours are a new pilot project that invites schools to visit their local, community library and hopes to provide a consistent and memorable orientation for students and educators. Since the new Community Library School Tour booking form was implemented on our Educator webpage in late September, we have received 22 bookings at eight community locations.

The Library expanded Media Literacy Week programming with three virtual school events in partnership with CBC and Calgary YouthLink, with 93 classes registered and more than 2,700 student attendees. We also launched two new school media literacy programs; Debunk the Junk introduces concepts of fact and opinion and verifying sources from online media, and True Story, Better Source, which introduces concepts of misinformation and disinformation in online media.

As part of Calgary Economic Development's Economic Outlook event, the Library participated in the "Innovation Alley" showcase. The organizers and attendees appreciated our presence at the event, with visitors dropping by to talk about how they use and love the Library. Beyond the typical outreach table offerings like bookmarks, swag, and relevant books, we incorporated several talkback walls with prompts about how the Library could support economic development. These boards received several positive remarks about the not-just-promotional approach from attendees and other organizations with tables.

A new partnership with Junior Achievement is off to a great start at Saddletowne, Seton, and Shawnessy library locations. The Company Program teaches teenagers what it takes to be an entrepreneur by walking them through the steps in the real world. These teens do everything from creating a business plan to designing and marketing their product or service, all with the help of volunteer mentors from Junior Achievement. 60 teenagers are registered for this program that runs through March 2023.

The Collections team are facilitating intellectual freedom conversations with supervisors, librarians, and managers across the system. This is the beginning of system-wide training that reinforces the role of libraries and how intellectual freedom is embedded in all work, including the delivery of programs, the use of public space, and collection development.

Impact Moments

A 64-year-old patron of the Central Library had met with two of the Wellness Desk counsellors for support on several occasions. Mental health counselling and a warm referral to another Wood's Homes program — the Inglewood Opportunity Hub — were shared with the patron. After the client's experience at the Wellness Desk and navigation to the Hub, the client sent a thank you card to both care teams: *"I would like to thank staff who work for Wood's Homes at Calgary Central Library. One kindly referred me to the Inglewood location for help on September 4, 2022. I would also like to thank all the staff at the Inglewood location, for giving me food and the gift cards. Your humanity has been greatly appreciated."*

In early October, the Giuffre Family Library was visited by a family of refugees from Afghanistan. Of the six family members, only the father spoke a little bit of English, while the others spoke no English at all. The father explained that they would like to get library cards for the whole family. By a very happy coincidence, a substitute working at Giuffre that day was fluent in Farsi, the language spoken by the Afghan family. She was able to get all six Library memberships processed in no time and thoroughly explained all the features of having a card. The family was astounded and delighted! Everything must be so overwhelming for this family: new surroundings, new

people, new ways of doing things, and rarely anyone to talk to who understands them. No doubt they were expecting the same sense of displacement when they entered the library, but it was a joy for them to be understood, have their questions answered, and feel so welcome. This was a perfect example of how the library makes life better for people in straightforward and tangible ways.

<p style="text-align:center">**Unapproved** Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, October 5, 2022
5:00 pm</p>

In Attendance:

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

Regrets
Crystal Manyfingers

### 1.	Treaty 7 Opening

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

### 2.	Review of Agenda

MOVED by Sandy Gill that the June 8, 2022 agenda be approved as presented.

<p style="text-align:right">Carried unanimously</p>

### 3.	Approval of Minutes

MOVED by Sandy Gill that the minutes of the September 8, 2022 Governance Committee meeting be approved as presented.

<p style="text-align:right">Carried unanimously</p>

### 4.	Business Arising

None.

5.   Board Relations

A. Governance Committee Skills Matrix Results

At the end of the Board calendar, each standing committee is asked to consider and to make recommendations regarding the knowledge and expertise that will be required of its members to complete the workplan for the coming year. Those recommendations, when approved by each committee, are then circulated to all Board members in advance of the Organizational meeting in November to ensure that new and currently serving members are able to request committee appointments with a more complete understanding of the work they will be asked to undertake.

The Governance Committee approved the fields of expertise identified in the questionnaire they completed prior to the meeting.

MOVED by Andrew Rodych that the annual Committee Skills Matrix results be approved for insertion in the Organizational Meeting information package as presented.

Carried unanimously

6.   Board Recruitment

A. Skills Matrix Template Review

Andrew Rodych presented a revised version of the Board skills matrix template and provided context to the Committee on the discussions that had led to its current iteration. The process was designed to create a simpler, more targeted matrix for easier use by the Board in terms of determining recruitment needs.

The Committee reviewed the listed fields of expertise and proposed removing the following categories: Arts & Culture; Communications; Community Relations; Construction, Architecture, Planning; Corporate/Business; Cross Sectoral/Consulting; Education; Environment; Financial Management; Fund Development; Government; Recreation; Religion/Spirituality; and Social Services.

The Committee directed Administration to prepare a clean version of the revised document for the Committee to review again before submitting to the Board for approval.

Task	Responsible	Deadline
Prepare a clean copy of the revised document for the Committee to review at their next meeting.	Administration	January 2023

B. Recruitment Process Review

Andrew Rodych reviewed the recent Board recruitment process and advised that the ad hoc Recruitment Committee had a positive experience with the vendor that was engaged to support the 2022 search. The recruiter noted to the Recruitment Committee that, while there was an abundance of candidates, there were fewer candidates available in the market that met the Board's requirements this year over prior years, which is not unique to the organization, but is being experienced in non-profit board recruitment more widely since the pandemic.

The Governance Committee's work refining the Board skills matrix will provide the Recruitment Committee with the tools it needs to provide clarity at the beginning of the search next year, which will streamline and strengthen subsequent discussions with the recruitment firm about the needs of the Board.

7.   2022 Workplan Review and 2023 Recommendations

The Committee agreed that with no exit interviews required in 2022, the workplan had been completed.

The Committee directed Administration to update the 2023 recommendations as follows:
- Update language for item 9 to clarify its purpose as a review of the evaluation process undertaken by the Board and Board Chair for the suitability of candidates eligible for re-appointment at the end of their current term. This will take place in January.
  - Update item 15 to "Committee reviews CEO 360 evaluation questions and revises as needed" and process occurring in February (in camera)
- Update item 16 to reflect that this will be the engagement period with the CEO 360 evaluation consultant and will take place in February.
- Update item 17 to "Annual CEO 360 Evaluation circulated and completed by Board, CEO, ELT, and select partners" to take place in April
- Update item 18 to reflect "Annual CEO 360 Evaluation results received and reviewed by CEO and Committee" in June (in camera)
- Update item 19 to reflect the Committee's review of final performance review memo in September (in camera).
- Update item 20 to reflect the Board's review of the final performance review memo in September (in camera).

Task	Responsible	Deadline
Make changes to the workplan as directed.	Administration	September 28, 2022

8.   Other Business

None.

9.   Adjournment

MOVED by Sandy Gill that the meeting be adjourned at 7:13 pm.

Transcribed by Amanda Robertson

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Andrew Rodych
Committee Chair

Calgary Public Library Board
Annual Workplan

Reports for Information (I) and Approval (A)	Annual Meeting Cycle												
	Jan	Feb	Mar	Apr	May	Jun	Jul*	Aug	Sep	Oct	Org	Nov	Dec
Executive Leadership Team													
1. CEO Report	I		I		I	I			I			I	
General Board Governance													
2. Chair and Vice-Chair Appointments											X		
3. Standing Committee Appointments											X		
4. Standing Committee Chair Appointments											X		
5. ALTA Representative Appointment (optional)											X		
6. Delegate Selection for Calgary Public Library Foundation Board											X		
Governance Committee													
7. Meeting Report(s)	I		I		I	I			I			I	
8. Organizational Meeting Review and Recommendations	I												
9. Board Self Evaluation Results Review and Recommendations			I										
10. New Member Appointment Recommendations									A				
11. New Member Orientation													
12. Board Governance Bylaw Review (revisions require Board approval)									I				
13. Board Policy Review (revisions require Board approval)									I				
14. CEO Performance Review						I							
Strategy and Community Committee													
15. Meeting Report(s)	I		I		I	I			I			I	
16. Community Library Liaisons			A										
17. Board Retreat Recommendations	I												
18. Board Advocacy Recommendations													
19. Strategic Plan (2022, 2026, 2030)						A							
Audit and Finance Committee													
20. Meeting Report(s)	I		I		I				I			I	
21. Annual Budget													
22. Annual Financial Audit			A										
23. Revolving Credit Facility Confirmation	A												

I - Information
A - Approval
X - No Motion Required

Calgary Public Library Board
Annual Workplan

Reports for Information (I) and Approval (A)	Annual Meeting Cycle												
	Jan	Feb	Mar	Apr	May	Jun	Jul*	Aug	Sep	Oct	Org	Nov	Dec
24. Operating Reserve Fund Review	I												
25. Quarterly and Annual Financial Review	I		I		I				I			I	
26. Quarterly and Annual Risk Review	I				I				I			I	
Calgary Public Library Foundation													
27. Report to the Board	I		I		I	I			I			I	

 I - Information
A - Approval
X - No Motion Required

Calgary Public Library Board
Record of Urgent Motion
Approve Member Leave of Absence
Dated November 17, 2022

Background:

The below Urgent Motion was proposed to approve the leave of absence requested by Haritha Devulapally for a period ending no later than October 31, 2023. The contents of this Urgent Motion are then to be shared at the November 23, 2022 Regular Meeting of the Calgary Public Library Board.

Urgent Motion:

MOVED by Sandy Gill, seconded by Andrew Rodych, that Haritha Devulapally be granted a leave of absence beginning November 1, 2022, with a return to active Board duties on a date to be mutually agreed upon in 2023, and to be no later than October 31, 2023.

Approved: 8
Motion Carried

Strategy and Community Committee
Online via Microsoft Teams
Tuesday, October 11, 2022
5:30 pm

In Attendance:

Board	**Administration**
Evan Legate (Acting Chair)	Sarah Meilleur, *CEO*
Crystal Manyfingers (Chair)	Mary Kapusta, *Director, Communications and Engagement*
Al-Karim Khimji	Paul Lane, *Director, Strategy and Planning*
	Melissa Legacy, *Director, Visitor Experience*
	Amanda Robertson, *Executive Assistant*
	Heather Robertson, *Director, Service Design and Innovation*

Regrets
Sandy Gill

Guests
Sheeba Vijayan   Trevor Myers, *Business Analyst*

Evan Legate chaired the meeting at the request of Committee Chair Crystal Manyfingers.

1.   Meeting Opening

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

2.   Review of Agenda

MOVED by Al-Karim Khimji that the agenda for October 11, 2022 be approved as presented.

Carried unanimously

3.   Approval of Minutes

MOVED by Crystal Manyfingers that the minutes of the September 14, 2022 meeting be approved as presented.

Carried unanimously

4.   Business Arising

None.

5.   Q3 2022 Strategic Scorecard Review

Trevor Myers presented highlights from the Q3 2022 Strategic Scorecard Report. In Q3, the scorecard focuses on the How Much categories, or the number of times Library services are used.

Circulation performed very well in Q3 and reached the highest levels seen in the Library's history. Physical circulation was nearly equal to 2019 levels and digital circulation was 35% higher than it had been in the same period that year. Visitation levels have yet to recover from the reduction attributed to the pandemic (66% relative to Q3 2019). 2019 visitation was exceedingly high with the opening of both Central and Seton Library locations in the same year. For circulation to exceed pre-pandemic levels despite this gap in visitation is notable.

Virtual learning usually decreases in Q3 with school support resources in particular declining over the summer months. This year, virtual learning use reached its lowest rates in four years, representing only 79% of usage in Q3 2019. The increase in use during the pandemic seems to be constricting now that members are resuming more traditional activities.

Programming continued to increase in Q3 with over 3,000 programs offered at locations throughout the system, well above the target of 2,000 programs for this period.

Outreach performed well despite not quite reaching its target in Q3 2022. However, the average number of outreach participants reached 44 in Q3, nearly double the average number of participants reached in Q3 2019. With large-scale virtual school outreach paused for Q3, this high attendance average represents strong community interest in Library activities for those with more limited access to Library locations.

Computer use and printer use missed their targets this quarter, likely reflecting lower visitation. Wireless use, however, was the highest it has ever been. This may be attributed to visitors using the Library in different ways, such as bringing multiple devices to locations or accessing the Library for business purposes.

Q3 2022 continued the steady growth that has been observed since late 2021. Though some measures did not reach their targets, others have broken records. Considering the Library has also reached record levels of active memberships, this shows a promising trend towards pre-pandemic usage levels.

MOVED by Al-Karim Khimji that the Q3 2022 Strategic Scorecard Report be received for information as presented.

Carried unanimously

6.   Board Advocacy Plan Review

After the September 14 Strategy and Community Committee meeting attendees provided feedback, Administration prepared and circulated a draft of a renewed Board advocacy plan to the Committee.

The Committee directed Administration to accept all revisions and recommend to the Board for information at the November 9, 2022 Organizational meeting.

MOVED by Al-Karim Khimji that the Board Advocacy Plan be recommended to the Calgary Public Library Board for information as presented.

Carried unanimously

Task	Responsible	Deadline
Accept all proposed revisions and prepare the draft for presentation to the Board.	Administration	November 4, 2022

7. Strategy and Community Committee Skills Matrix Results

At the end of the Board calendar, each standing committee is asked to consider and to make recommendations regarding the expertise that will be required of its members to complete the workplan for the coming year. Those recommendations, when approved by each committee, are then circulated to all Board members in advance of the Organizational meeting in November to ensure that new and currently serving members are able to request committee appointments with more complete knowledge of the work they will be asked to undertake.

The Strategy and Community Committee approved the fields of expertise identified in the questionnaire they completed prior to the meeting.

MOVED by Al-Karim Khimji that the annual Committee Skills Matrix results be approved for insertion in the Organizational Meeting information package as presented.

Carried unanimously

8. 2022 Workplan Review and 2023 Recommendations

The Committee agreed that the 2022 workplan had been completed.

The Committee reviewed the draft 2023 workplan and directed Administration to discuss with the Board Chair whether it would be possible to strike the Retreat Planning Committee at the Organizational meeting to allow for more time to prepare in advance of the March Board Retreat.

Task	Responsible	Deadline
Ask the Board Chair for a decision on striking the Retreat Planning Committee at the Organizational meeting.	Administration	November 2022

9. Other Business

None.

10.   Adjournment

MOVED by Al-Karim Khimji that the meeting be adjourned at 6:12 pm.

Transcribed by Amanda Robertson

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Evan Legate
Acting Committee Chair

<p style="text-align:center">Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, October 19, 2022
5:30 pm</p>

In Attendance:

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

Regrets	**Guests**
Andrew Rodych	Ivana Cvitanusic, *Deloitte*
	Harman Gill, *Deloitte*

1.   Treaty 7 Opening

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

2.   Review of Agenda

Administration noted that the Agenda lists Katrina Ducs as presenting the Q3 2022 Controller's Report and Financial Review, but this will instead be presented by Chae Jun.

MOVED by Sandy Gill that the October 19, 2022 Audit and Finance Committee meeting agenda be approved as amended.

<p style="text-align:right">Carried unanimously</p>

3.   Approval of Minutes

MOVED by Sheeba Vijayan that the minutes of the July 19, 2022 meeting be approved as circulated.

<p style="text-align:right">Carried unanimously</p>

Business Arising

None.

4.   **Q3 2022 Risk Register Review**

Trevor Myers presented highlights from the Q3 2022 Risk Register.

This quarter showed positive results overall. Of the seven measures reviewed in Q3, six were in the low-risk range and only one, Building Visits, was in the medium-risk range.

Q3 2022 reached the highest number of active members in Library history (747,945). The same period also saw the highest increase in new members ever experienced, with nearly 44,000 registrations. Due in large part to a marketing campaign undertaken this year, 57% of Calgarians currently hold Library memberships. This is significantly higher than the national median of only 34%.

Volunteer Support, or the number of active, unique volunteers per 10,000 members of the population, exceeded its target of five to reach seven in Q3 2022. Volunteer support is expected to continue increasing in 2022 as in-person programs continue to be re-introduced throughout the system.

Building Visits have continued to increase in Q3 2022, going up by 7% over Q2 2022. Of note, the technology used to count visitors was not in service at Shawnessy Library in August and September because of renovations, meaning that those numbers could not be included in the total. With those estimated visits at Shawnessy, Building Visits would have been approximately on target.

Website Visits decreased in Q3 2022, which was expected due to summer vacation meaning fewer educators and students were seeking resources. Website visitation continues to be driven by programming, so this measure is expected to increase accordingly when winter program registration resumes in Q4.

Staff Turnover succeeded in measuring below target at 2.2%. At 767, the Library currently employs its highest number of active staff since the beginning of the pandemic. Approximately 20% of current staff were hired after the pandemic began with recruitment and onboarding remaining a strong focus.

Security incidents at both community libraries and Central Library measured lower in Q3 2022 than they have since the Library began tracking these values. Of note, crime rates have not significantly decreased downtown, so this decrease in incidents at Central Library can be attributed to the Library's unique situation: visitation is up; the security team works proactively to build rapport with regular visitors; and the Library provides services that community members

value enough not to jeopardize their own access. These and other mitigating factors continue to show results in reducing the number of incidents.

Paul Lane advised that the Risk Register will begin sharing new cybersecurity metrics in Q1 2023 in response to the Board's increased interest and the Library's increased activities in this area. The Library is working to engage a vendor to perform third party cybersecurity monitoring, which will provide insights into these risk factors and mitigations going forward.

MOVED by Sandy Gill that the Q3 2022 Risk Register Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

5.   Audit Plan Review

Ivana Cvitanusic and Harman Gill were introduced to the Committee as representatives of Deloitte Canada, an independent auditor selected by the City of Calgary to examine Calgary Public Library's year-end financial statements. Deloitte reviewed the proposed audit plan, which had been circulated to the Committee prior to the meeting, including an overview of their methodology, estimated risk profile, and cost outlay.

Deloitte advised that the base audit fee reflects the 1% contractual increase from the prior year, but that a second piece is yet to be determined as relating to any potential costs associated with new accounting standards coming into effect since the prior year's audit and the end of this year's audit. The Finance team have been aware of these new standards and have been making preparations accordingly to reduce any additional time and costs. Deloitte does not anticipate a significant increase in the cost of the audit as a result of these updated accounting standards, but the Board will be notified of any changes as they occur.

Administration reminded those assembled that, per the 2020 revision of the Audit and Finance Committee mandate, the audit plan may be approved at the committee level.

MOVED by Sheeba Vijayan that the Audit Plan for the year ending December 31, 2022 be approved as presented.

Carried unanimously

6.   Q3 2022 Controller's Report and Financial Review

Chae Jun presented highlights from the Q3 2022 Controller's report.

The Library continues to see salary and benefit expenditures returning to pre-pandemic levels. Q3 2022 savings from salary and benefits have been fully reallocated to Collections and other

areas. Favourable variances reported in Q2 2022 have been diminishing as the Library returns to and in some cases exceeds pre-pandemic levels of activity. There are no significant positive variances expected in this line item through to the end of the year.

A significant change in forecasting this quarter was the increase in City of Calgary revenue by $1.19 million, which is allocated to salary increases for CUPE employees as a part of their recently signed collective bargaining agreement. That receivable is expected from the City in Q4 2022.

The Library anticipates savings of at least $0.5 million on non-salary expenditures, such as general operating. Some of that variance will be allocated to the lifecycle reserve for projects including those to be completed in 2023.

Of note is also what appears to be a savings of approximately $0.5 million in funding received from the Calgary Public Library Foundation in 2022. Though this appears to be a surplus, this funding was allocated to a project that has been deferred to 2023.

MOVED by Sheeba Vijayan that the Q3 2022 Controller's Report and Financial Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

7. Audit and Finance Committee Mandate Review

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

8. Audit and Finance Committee Skills Matrix Review

At the end of the Board calendar, each standing committee is asked to consider and to make recommendations regarding the knowledge and expertise that will be required of its members to complete the workplan for the coming year. Those recommendations, when approved by each committee, are then circulated to all Board members in advance of the Organizational meeting in November to ensure that new and currently serving members are able to request committee appointments with a more complete understanding of the work they will be asked to undertake.

The Audit and Finance Committee approved the fields of expertise identified in the questionnaire they completed prior to the meeting.

MOVED by Sheeba Vijayan that the annual Committee Skills Matrix results be approved for insertion in the Organizational Meeting information package as presented.

Carried unanimously

9. 2022 Workplan Review and 2023 Recommendations

The Committee agreed that the 2022 workplan had been completed.

Regarding the 2023 workplan, the Committee recommended that number 16, the Organizational Chart Review, be moved from April to March to better distribute the annual workload.

10.   Other Business

None.

11.   Adjournment

MOVED by Sandy Gill that the meeting be adjourned at 6:23 pm.

Transcribed by Amanda Robertson

_____

Evan Legate
Committee Chair

Report to the
Calgary Public Library Board
Audit and Finance Committee
October 19, 2022

Risk Register Update for Q3 2022

I.   ALIGNMENT
The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q3 2022.

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

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

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

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

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

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

III. CURRENT RESULTS
There are currently 14 risk factors under active monitoring, 7 of which were updated for this report. Updated measures are indicated by bold typeface on the summary page at the front of the attached dashboards. Of these 7 risk factors, 6 have been categorized in the low threat range and 1 in the medium threat range. Several risk thresholds (targets) change throughout the year, in alignment with predicted service levels.

Range	# of Measures	Notes
	6	
	1	Building Visits
	0	

Library membership was very strong this quarter, reaching the highest number of active members in Library history (747,945). Furthermore, this quarter also saw the highest gains in new members ever experienced, with nearly 44,000 registering in Q3 2022. These gains can be attributed to not only the quality and caliber of our services, but also to an ongoing membership campaign and marketing efforts.

Volunteer recruitment and placement has accelerated to match the continuing growth of in-person programming in Library locations. Roughly 250 new volunteers were onboarded, helping to fill the 2,500 volunteer opportunities available this quarter. At 7 active unique volunteers per 10,000 members of the population, this measure is performing well. It is expected to continue growing in line with increased programming.

Building visits fell slightly short of expected levels this quarter. That said, visits are growing month over month at a steady and consistent pace. Given that other service levels have increased at a faster rate than visitation, we can infer that members are using the Library in different ways than in the past. There may be fewer individual visits, but more services accessed during each visit.

Central Library incidents continued to decrease over last quarter, reaching the lowest point since Q1 2019. This is especially notable considering this measure is a comparison of incidents to visits, and with visitation levels being atypically high in 2019 due to the opening of New Central and Seton, the incident KPI presented low at that time. If this quarter's incident numbers were compared as a proportion of the Q1 2019 visits, we would see the measure drop from 2.7 to only 1.7 incidents per 10,000 visits.

IV.   **CONCLUSION**

This quarter, like the last, shows a very positive reduction in the elevated risk levels of the past few years. The increase in volunteer support and interest grows alongside our program offerings and is expected to continue expanding as more programs are offered throughout the remainder of the year. The Central Library incident measure is the lowest it has been in years, especially notable considering that visitation has not yet returned to pre-pandemic levels. Most promising however, is the exceptional growth in the membership base; this period saw 44,000 new members register, with nearly 748,000 active members as of the end of the quarter. This influx in membership is not only a sign of the Library's continued relevance in the community, but a strong indicator of continued growth and improvement for the future as well.

V.   **RECOMMENDATION**
1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q3 2022***, to the Calgary Public Library Board.

Trevor Myers,
Business Analyst, Strategy & Planning

att: Q3 2022 Risk Register
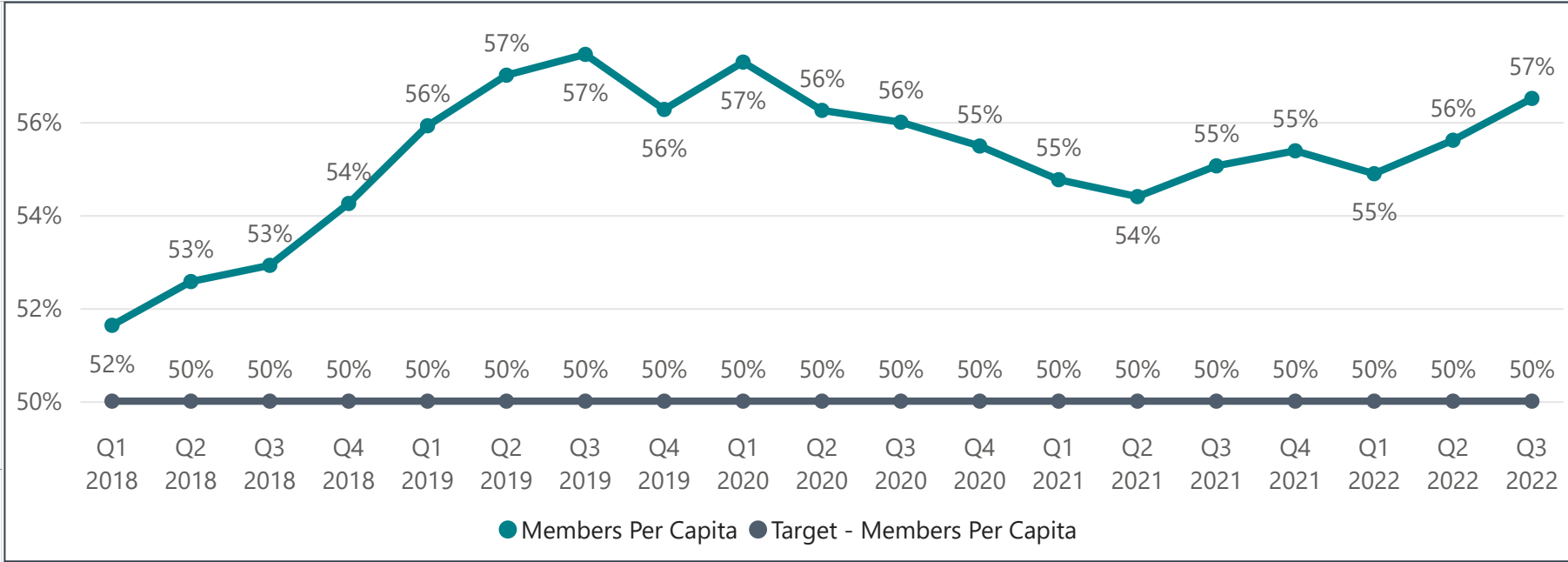
Q3 2022 Risk Register Overview

Relevance

Active Memberships
Next Update Q4 2022

57%
Target: 50%
(+13.01%)

Satisfaction Score
Next Update Q4 2022

4.7
Target: 4.5 (+3.89%)

Volunteer Support
Next Update Q4 2022

7
Target: 5 (+46.11%)

Circulation per Capita
Last Reported Q4 2021

10.7
Target: 12.5
(-14.27%)

Finance

Net Financial Assets
Last Reported Q4 2021

$6.5M
Target: $3.0M
(+115.26%)

Fraud
Last Reported Q4 2021

$0
Target: $0

Operating Cost per Use
Last Reported Q1 2022

$1.70
Target: $1.55
(+9.97%)

Municipal Grant per Capita
Last Reported Q1 2022

$40.70
Target: $42.00
(-3.09%)

Operations

Building Visits
Next Update Q4 2022

1.33M
Target: 1.40M
(-4.71%)

Website Visits
Next Update Q4 2022

1.32M
Target: 1.25M
(+5.85%)

Library Space per Capita
Last Reported Q4 2021

0.44
Target: 0.50 (-12%)

Staff Turnover
Next Update Q4 2022

2.2%
Target: 3.0%
(-27.67%)

Security

Community Library Incidents
Next Update Q4 2022

0.34
Target: 1.50
(-77.33%)

Central Library Incidents
Next Update Q4 2022

2.73
Target: 4.50
(-39.33%)

Relevance - Active Memberships

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

57%
Target: 50% (+13.01%)

| Low >50% | Medium 45-50% | High <45% |

Chart: Members Per Capita vs Target - Members Per Capita (Q1 2018 – Q3 2022)

Members Per Capita values: 52%, 53%, 53%, 54%, 56%, 57%, 57%, 56%, 57%, 56%, 56%, 55%, 55%, 54%, 55%, 55%, 55%, 56%, 57%

Target - Members Per Capita: 50% (all quarters)

Quarter	Act vs. Tar
Q1 2020	114.6%
Q2 2020	112.5%
Q3 2020	112.0%
Q4 2020	111.0%
Q1 2021	109.5%
Q2 2021	108.8%
Q3 2021	110.1%
Q4 2021	110.8%
Q1 2022	109.8%
Q2 2022	111.2%
Q3 2022	113.0%

Total active members divided by population of the service area.

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

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

Commentary
Total Active Members - 747,945
New Members registered during Q3 2022 - 43,338
Current Population - 1,323,700

At 747,945 active members, the Library saw its highest number of active members in Library history. Ongoing and previous membership campaigns have likely lead to an increase in both new membership acquisition and active membership retention.

Calgary Public Library Members as a proportion of overall population is significantly above the national median of 34% (MBNCanada, 2021).
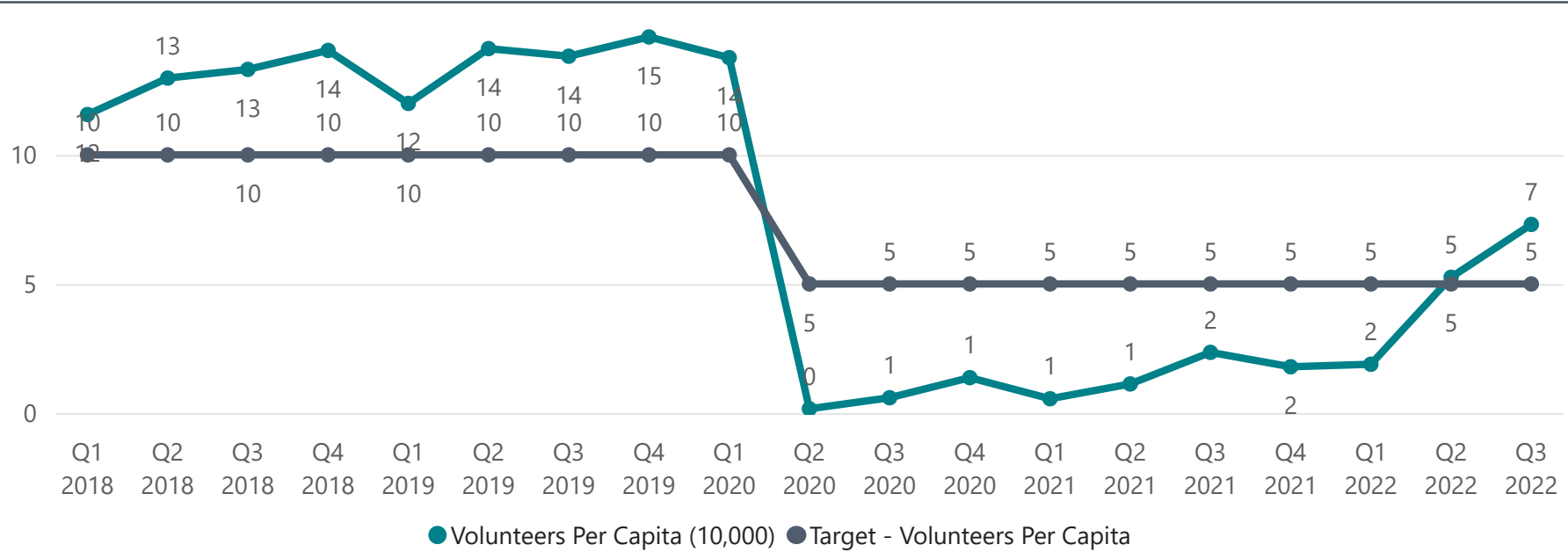
Operations - Volunteer Support

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

7

Target: 5 (+46.11%)

Low >5	Medium 2-5	High <2

Volunteers Per Capita (10,000) · **Target - Volunteers Per Capita**

Chart data points (Volunteers Per Capita):
Q1 2018: 10/12, Q2 2018: 13, Q3 2018: 13, Q4 2018: 14, Q1 2019: 12, Q2 2019: 14, Q3 2019: 14, Q4 2019: 15, Q1 2020: 14, Q2 2020: 0/5, Q3 2020: 1, Q4 2020: 1, Q1 2021: 1, Q2 2021: 1, Q3 2021: 2, Q4 2021: 2, Q1 2022: 2, Q2 2022: 5, Q3 2022: 7

Target line: 10, 10, 10, 10, 10, 10, 10, 10, 10, 5, 5, 5, 5, 5, 5, 5, 5, 5, 5

Quarter	Act vs. Tar
Q3 2019	138.2%
Q4 2019	145.7%
Q1 2020	137.7%
Q2 2020	3.3%
Q3 2020	11.8%
Q4 2020	27.4%
Q1 2021	11.0%
Q2 2021	22.5%
Q3 2021	47.0%
Q4 2021	35.8%
Q1 2022	37.8%
Q2 2022	105.2%

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

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

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

Commentary
Active Unique Volunteers Q3 2022 - 967
Volunteer Opportunities Q3 2022 - 2,521
Volunteer Placements Q3 2022 - 2,452 (97%)

The continued growth of in-person programming and the increase in available volunteer opportunities has lead to a significant increase in both volunteer opportunities and placements. A total of 1,102 volunteer applications were received during Q3, with 248 new volunteers onboarded.

Volunteer support is expected to increase throughout 2022, as in-person programs are reintroduced throughout the system.

Due to the timing of reporting, a number of volunteers may have yet to report their Q3 hours. The number of unique volunteers may increase next quarter, as volunteers supply their hours.
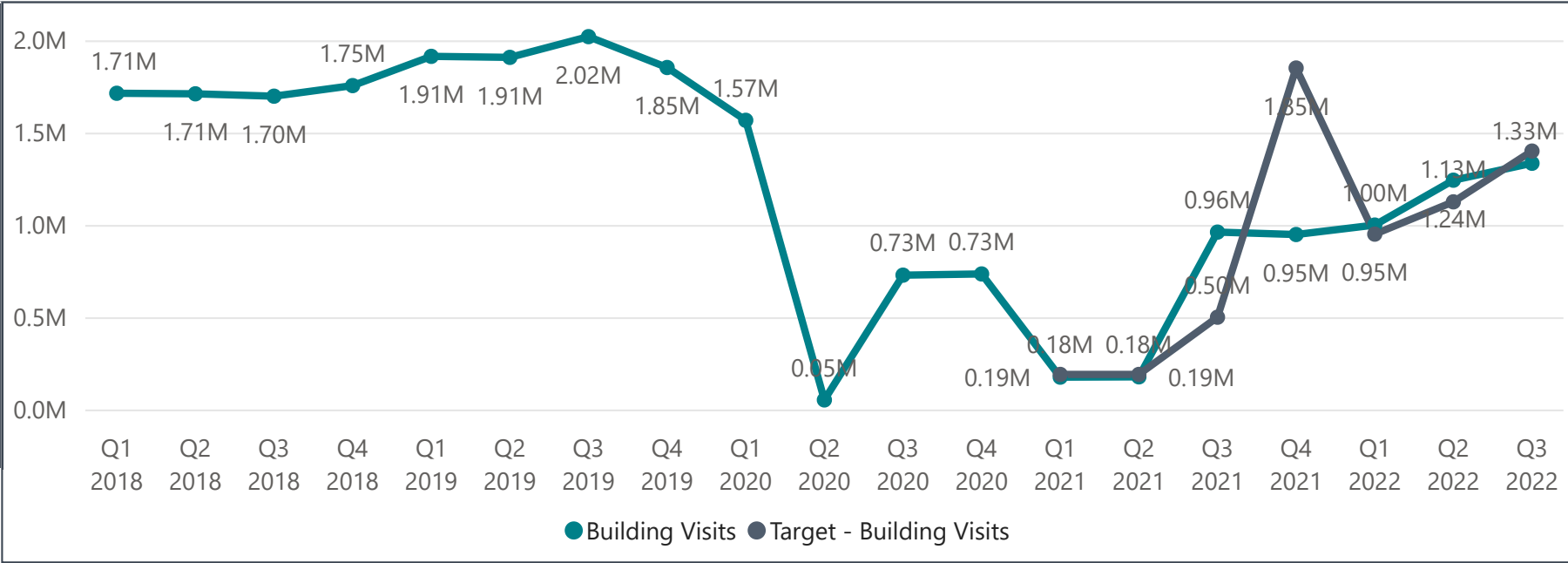
Operations - Building Visits

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

1.3M
Target: 1.4M (-4.71%)

Low	Medium	High
≥1.4M	1.0-1.4M	<1.0M

Chart data points (Building Visits): Q1 2018 1.71M, Q2 2018 1.71M, Q3 2018 1.70M, Q4 2018 1.75M, Q1 2019 1.91M, Q2 2019 1.91M, Q3 2019 2.02M, Q4 2019 1.85M, Q1 2020 1.57M, Q2 2020 0.05M, Q3 2020 0.73M, Q4 2020 0.73M, Q1 2021 0.19M, Q2 2021 0.18M, Q3 2021 0.96M, Q4 2021 0.95M, Q1 2022 0.95M, Q2 2022 1.24M, Q3 2022 1.33M

Target - Building Visits: includes 0.18M, 0.18M, 0.19M, 0.50M, 1.85M, 1.00M, 1.13M, 1.33M

●Building Visits ●Target - Building Visits

Quarter	Act vs. Tar
Q1 2021	92.2%
Q2 2021	93.1%
Q3 2021	192.2%
Q4 2021	51.2%
Q1 2022	105.2%
Q2 2022	110.4%
Q3 2022	95.3%

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

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

Commentary
Total Building Visits Q3 2022 - 1,334,014

All 21 libraries were open to the public for the entirety of this quarter. People counter stats were unavailable for Shawnessy Library for August and September. As such, this value is approximately 60,000 visits lower than expected.

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

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

Operations - Website Visits

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

1.32M

Target: 1.25M (+5.85%)

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

Quarter	Act vs. Tar
Q1 2021	105.4%
Q2 2021	96.8%
Q3 2021	102.2%
Q4 2021	98.5%
Q1 2022	104.8%
Q2 2022	109.6%
Q3 2022	105.8%

The number of visits to the Library website.

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

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

Commentary
Total Website Visits Q3 2022 - 1,323,106

Website visits traditionally decrease slightly in Q3, with fewer students and educators accessing resources over summer. Website traffic is driven by program registration and should increase in accordance with programming increases.

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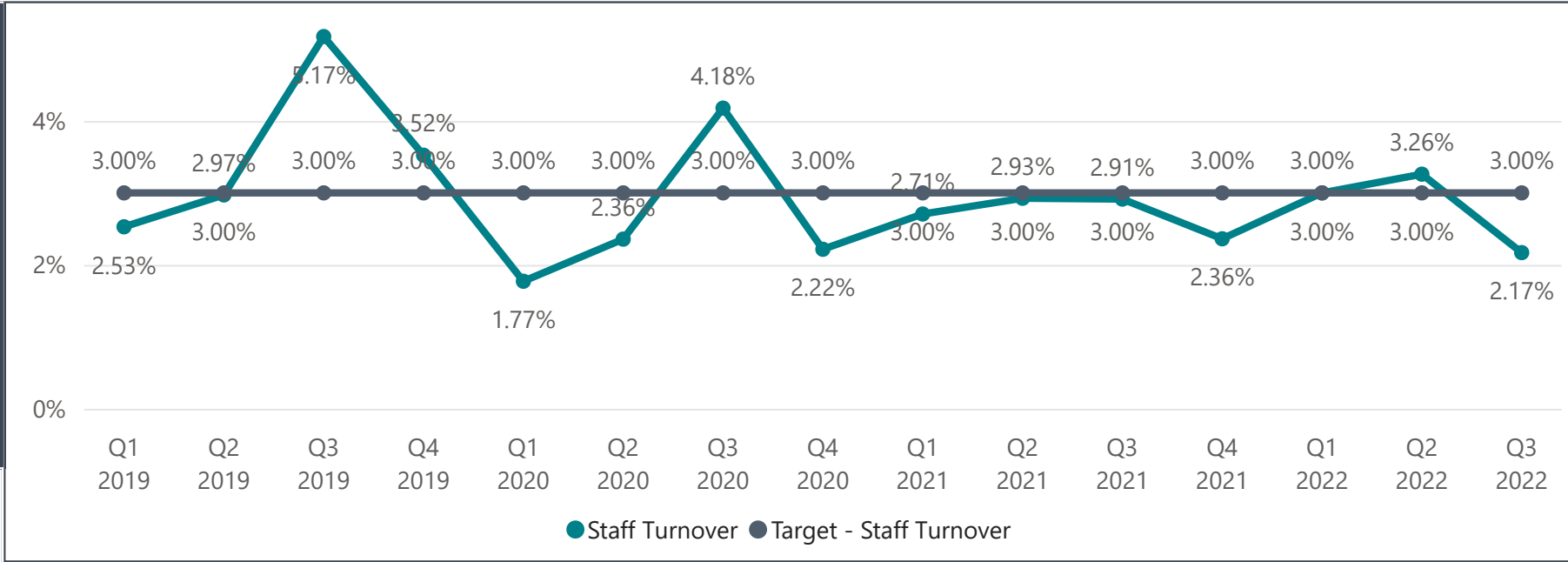
Operations - Staff Turnover

The percentage of staff turnover relative to active employees
Reported Quarterly - Updated September 2022

2.2%

Target: 3.0% (-27.67%)

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

Chart: Staff Turnover vs Target - Staff Turnover

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

Quarter	Act vs. Tar (Decrease is Good)
Q2 2020	78.6%
Q3 2020	139.3%
Q4 2020	73.9%
Q1 2021	90.2%
Q2 2021	97.5%
Q3 2021	97.1%
Q4 2021	78.7%
Q1 2022	100.0%
Q2 2022	108.7%
Q3 2022	72.3%

The percentage of staff turnover relative to active employees.

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

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

Commentary
Active Staff Q3 2022 (end of quarter) - 767
End of Employment Q3 2022 (throughout quarter) - 17
New Staff Hired Q3 2022 - 43
Staff Turnover Q3 2022 - 2.2%

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

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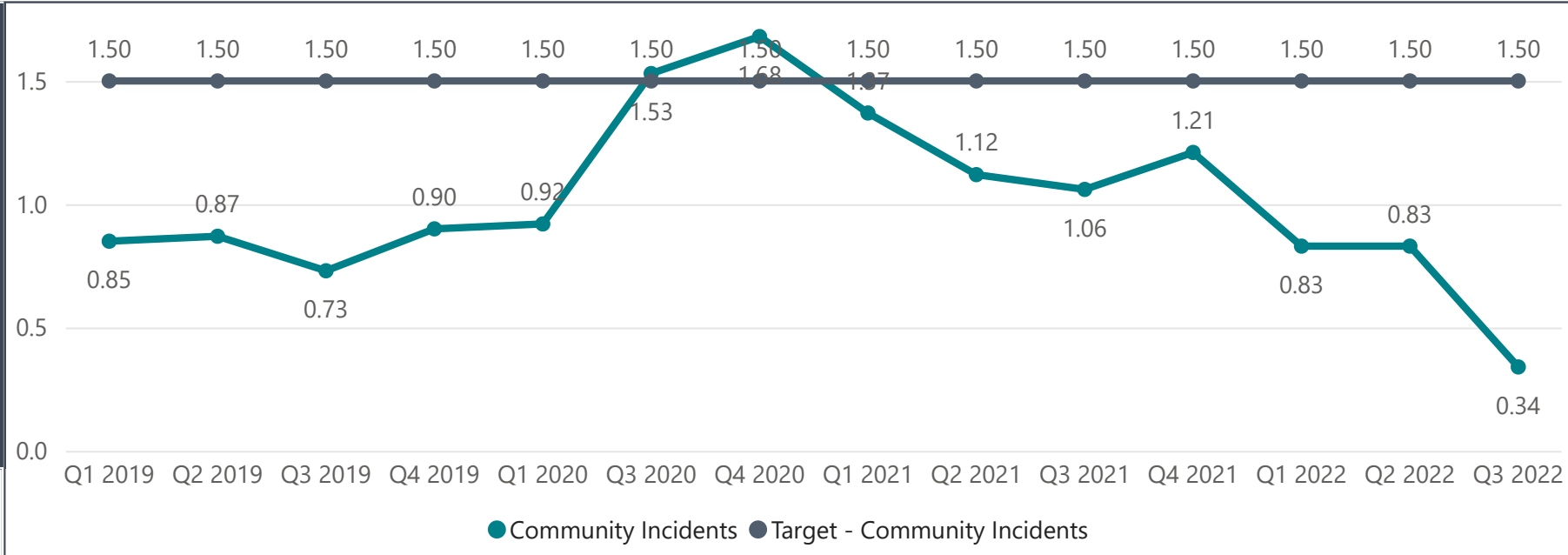
Security - Community Library Incidents

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

0.34

Target: 1.50 (-77.33%)

Low	Medium	High
<1.5	1.5-3.0	>3.0

Chart data points (Community Incidents): Q1 2019: 0.85, Q2 2019: 0.87, Q3 2019: 0.73, Q4 2019: 0.90, Q1 2020: 0.92, Q3 2020: 1.53, Q4 2020: 1.68, Q1 2021: 1.37, Q2 2021: 1.12, Q3 2021: 1.06, Q4 2021: 1.21, Q1 2022: 0.83, Q2 2022: 0.83, Q3 2022: 0.34

Target - Community Incidents: 1.50 across all quarters.

● Community Incidents ● Target - Community Incidents

Quarter	Act vs. Tar (Decrease is Good)
Q1 2020	61.3%
Q3 2020	102.0%
Q4 2020	112.0%
Q1 2021	91.3%
Q2 2021	74.7%
Q3 2021	70.7%
Q4 2021	80.7%
Q1 2022	55.3%
Q2 2022	55.3%
Q3 2022	22.7%

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

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

Commentary
Community Library Incidents per 10,000 visits - 0.34

A statistically significant proportion of reported incidents in previous quarters could be attributed to patron interactions surrounding mandatory health measures. The reduction of these mandates has led to a decrease in these types of incidents.
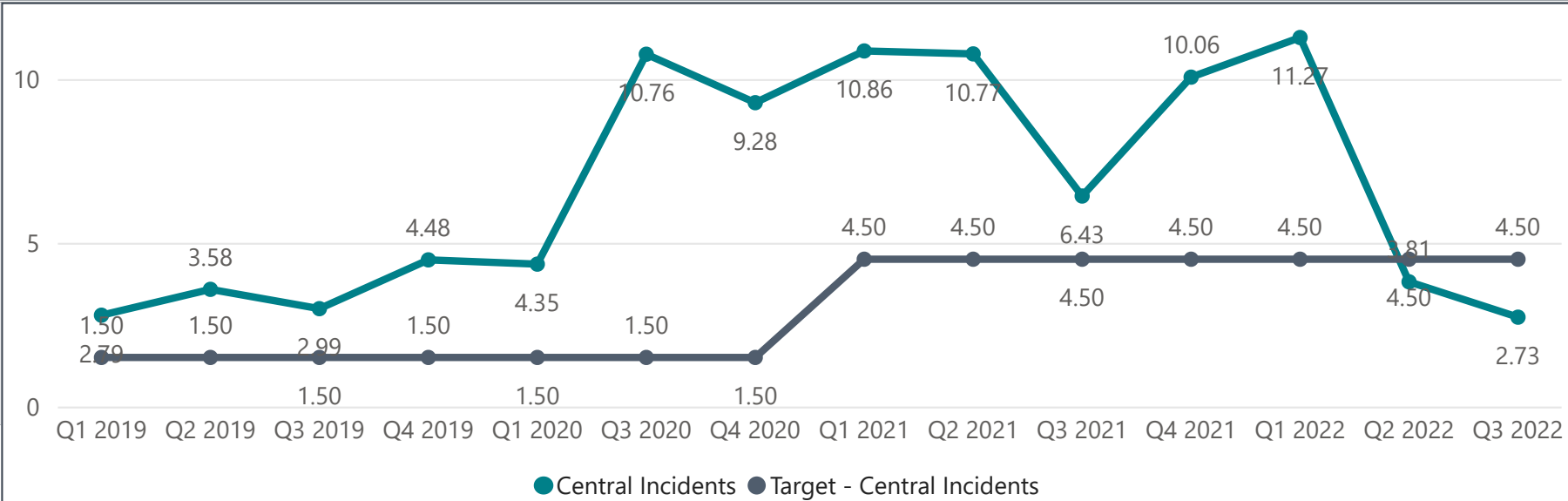
Security - Central Library Incidents

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

2.73
Target: 4.50 (-39.33%)

Low	Medium	High
<4.5	4.5-8.0	>8.0

Chart values (Central Incidents):
Q1 2019: 1.50, Q2 2019: 3.58, Q3 2019: 1.50, Q4 2019: 4.48, Q1 2020: 4.35, Q3 2020: 10.76, Q4 2020: 9.28, Q1 2021: 10.86, Q2 2021: 10.77, Q3 2021: 6.43, Q4 2021: 10.06, Q1 2022: 11.27, Q2 2022: 3.81, Q3 2022: 2.73

Target - Central Incidents: 1.50 through Q4 2020, then 4.50

Quarter	Act vs. Tar (Decrease is Good)
Q3 2020	717.3%
Q4 2020	618.7%
Q1 2021	241.3%
Q2 2021	239.3%
Q3 2021	142.9%
Q4 2021	223.6%
Q1 2022	250.4%
Q2 2022	84.7%
Q3 2022	60.7%

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

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

Participation in the 9 Block Coordinated Safety and Security Pilot, a collaborative project spearheaded by the Mayor's Office working to address safety and security concerns around the Calgary Municipal Building. The 9 Block project has also hired ambassadors to create a more positive environment in the area around the Central Library. Security staff have taken Library offered Canadian Centre for Diversity and Inclusion (CCDI) courses on Diversity & Inclusion and Unconscious Bias.

Commentary
Central Library incidents per 10,000 visits Q3 2022 - 2.73
Excluding incidents occurring on the exterior of library - 1.74

Central Library continues to experience a strong reduction in incidents reported. Drug and alcohol incidents are trending downwards, and an overall increase to building visits not only enhances this proportional KPI, but also leads to an overall reduction in undesired behaviours.

There is a greater number of unsheltered persons around Central Library in the evening and overnight hours. A program launched by CPS and Alpha house in August, in which calls are redirected from CPS directly to the DOAP team, has been useful in supporting these individuals. Library security has been successfully making use of this approach rather than calling CPS.

Programming, room booking, and the activation of Library spaces has led to a shift in Central's member demographic, with more families, professionals, and youth returning to the Library.

Report to the
Calgary Public Library Board
Audit & Finance Committee
October 19, 2022

Controller's Report for the Quarter Ended September 30, 2022

The management financial reports of The Calgary Public Library for the quarter ended September 30, 2022, are appended to this report for information. The reports have been prepared using the full accrual basis of accounting, which recognizes the financial effect of events that impact an entity in the accounting period, regardless of whether cash was received or spent.

A.   Executive Summary

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

- Financial Dashboard
- Management Report – Statement of Financial Position
- Management Report – Operating Activities
- Lifecycle Management Spending Profile
- Operating Reserve Fund

The year-to-date savings of $1.4M Salaries and Benefits has been fully re-allocated. The current higher interest rates and deferred projects contributed to a small non-salary surplus anticipated for the year end. Further explanations of the variances under revenue and expenses are summarized in sections C and D and in the Management Report – Operating Activities.

B.   Management Report - Statement of Financial Position

The cash balance is slightly lower than the same period last year but remains strong. Net Financial Assets are $9.2M at quarter end. A significant component of the Receivables is comprised of the lifecycle capital transfer from the City of Calgary ($0.7M). Payables relate to Salaries and Benefits accruals and amounts owing to vendors.

C.   Revenues

Revenues are $256K favourable for the third quarter end.

Line 5 – City of Calgary revenues – $22,953F at September 30, 2022 and $8,665F at June 30, 2022

The favourable variance is due to City insurance proceeds.

Line 14 – Rent revenue – $26,265U at September 30, 2022

The unfavourable variance is due to the Luke's exterior restaurant remaining closed.

Line 19 – Interest and other revenues – $217,810F at September 30, 2022 and $86,270F at June 30, 2022

High interest rates contributed to the favourable interest revenue.

Line 22 – Grants and sponsorships – $41,181F at September 30, 2022 and $407U at June 30, 2022

The favourable variance is due to additional funding for programming.

D.   Expenses

Total expenses year to date were $2.3M favorable.

Line 29 – Salaries and employee benefits - $1,375,473F at September 30, 2022 and $1,119,651F at June 30, 2022

The year-to-date savings of $1.4M has been fully re-allocated.

Line 32 – Collections - $365,113U at September 30, 2022 and $286,027U at June 30, 2022

The unfavourable variance is due to reallocation of $0.5M Q1 surplus.

Line 48 – General operating - $717,320F at September 30, 2022 and $690,374F at June 30, 2022

The forecasted decrease is mainly due to projected restricted fund project deferrals and operating budget savings, which if material will be reallocated in Q4.

Line 54 – Building and equipment - $531,859F at September 30, 2022 and $330,506F at June 30, 2022

Reduced building and equipment expenses will be reallocated to the lifecycle reserve for the following years capital projects. Some of the favourable budget variance is due to the Genesis Centre hail damage funded by the insurance and the Genesis Centre Capital Reserves, of which Library's portion will be recognized in Q4.

Line 74– Occupancy Costs - $24,013F at September 30, 2022 and $21,515F at June 30, 2022

The favourable variance is due to reduced common area costs.

E.   RECOMMENDATION

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial reports for the period ended September 30, 2022.

Prepared by Chae Jun CPA, CGA, MBA

Controller

Commentary

- City and Provincial funding received YTD as budgeted.

- City revenue increase is due to the City funding for CUPE retro pay ($1.19M)

- Rent decrease is due to Luke's exterior restaurant remaining closed.

- Interest and Other Revenue increase is due to BIPOC internship program, increased interest rates, Library's portion of Genesis Centre hail damage repair funds, and Genesis Centre shared reserve.

- Restricted Grant decrease is due to projected deferrals of restricted fund for projects at year end.

Cash Position Forecast, as of Sep 30, 2022
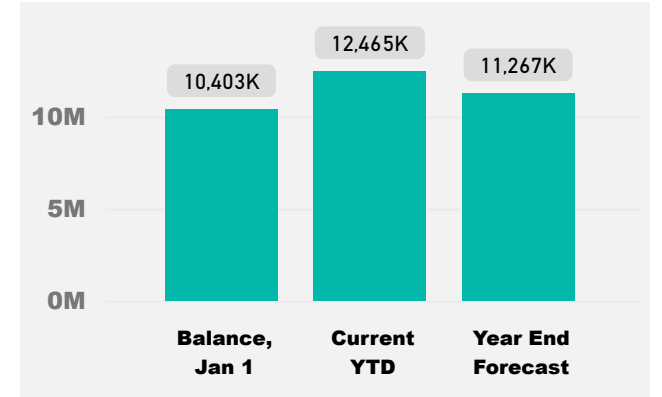
Revenue Year End Forecast, as of Sep 30, 2022
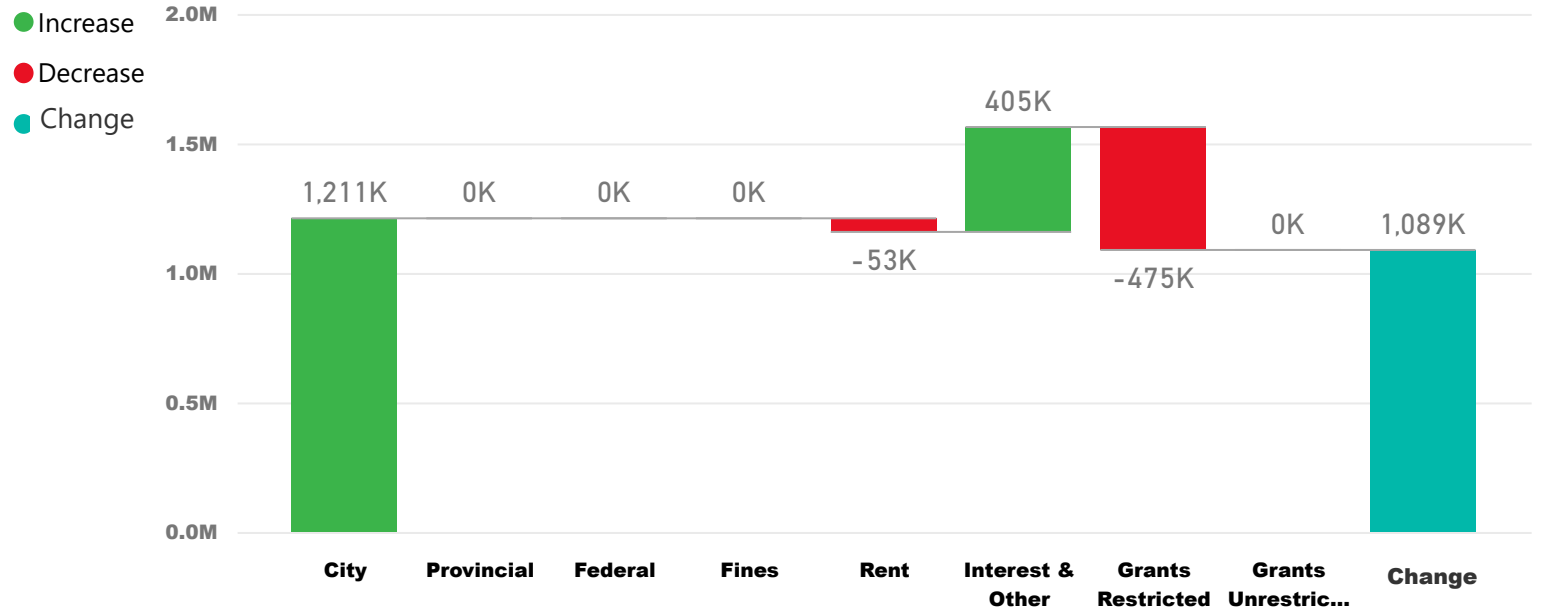
Board-Approved Budget Revenues
64,412K

Forecasted Revenues
65,501K

Commentary

- Salaries and Benefits forecasted decrease is net of the YTD savings ($1.4M), CUPE retro pay estimate ($1.19M), and projected deferrals at year-end ($0.17M).

- Collections increase is due to Q1 surplus reallocation

- General Operating forecasted decrease is mainly due to projected restricted fund project deferrals and operating budget savings, which if material will be reallocated in Q4.

Actions

- YTD savings of $1.4M Salaries and Benefits has been re-allocated to $500K Collections, $115K EDI consultant, and $532K for new shelving at Saddletowne Library (reflected in Lifecycle Surplus Forecast on pg. 3).

Expense Year End Forecast, as of Sep 30, 2022

- Increase
- Decrease
- Change
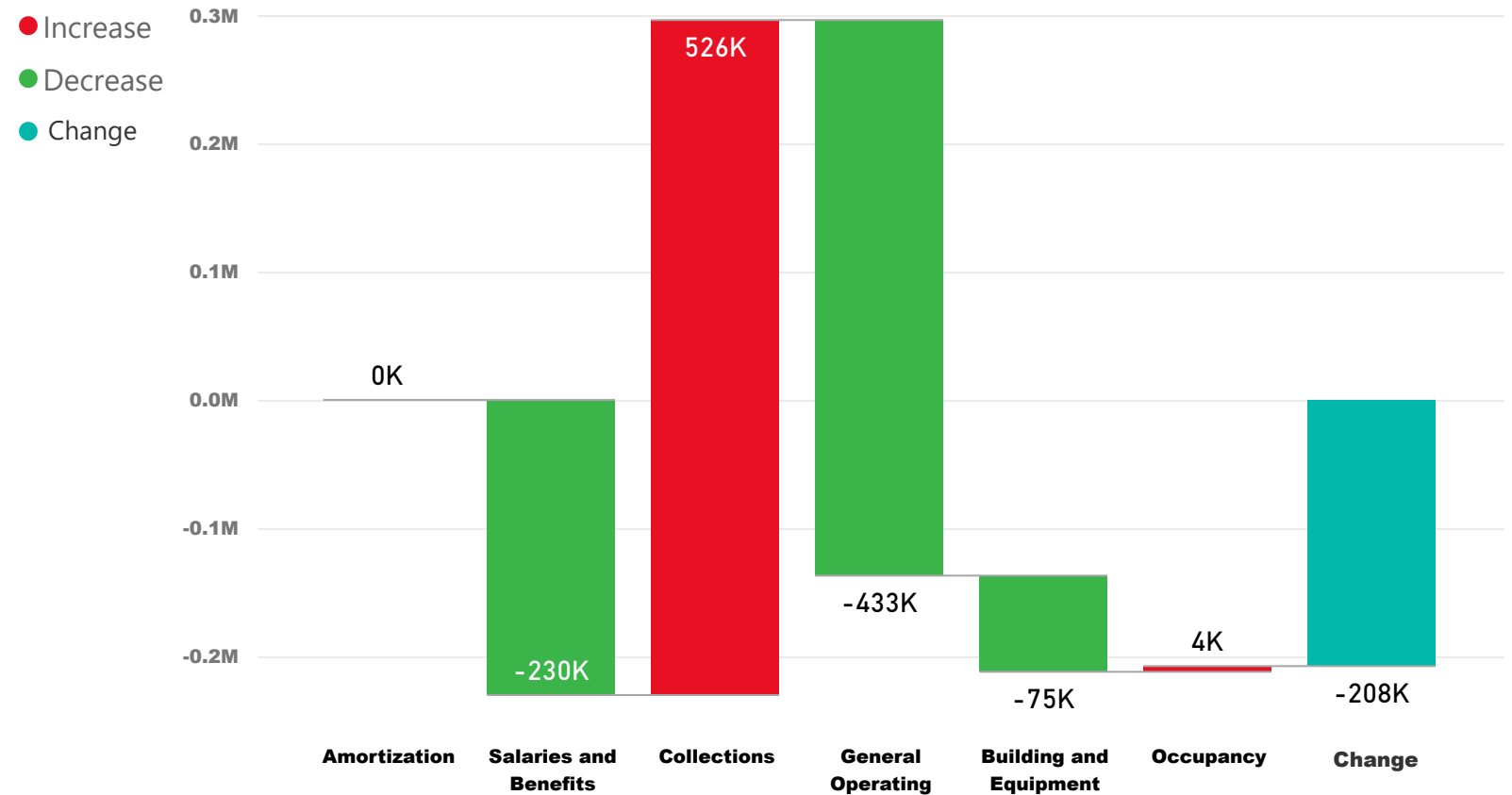
Board-Approved Budget Expenses	Forecasted Expenses
71,050K	70,843K

Lifecycle Funding Commentary

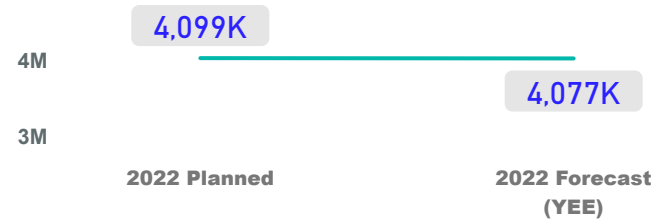- Carry forward funds include $2.1M of The City lifecycle funding and $0.7M asset management funds from PYs.

- Current year funds include $3.1M of The City lifecycle funding, $0.2M asset management from the operating funds, and $0.4M from the Foundation for Signal Hill outdoor ELC and $0.5M from the Operating surplus for Saddletowne Shelving.

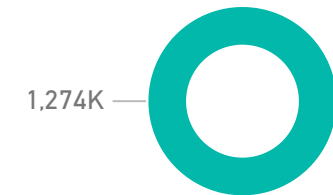## Lifecycle Surplus Forecast, as of Sep 30, 2022
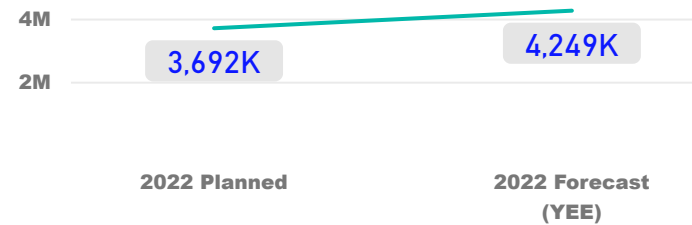
Funding Source

Beginning Balance 1,994K
Year End Forecast 3,504K

Carry Forward

4,099K — 2022 Planned
4,077K — 2022 Forecast (YEE)
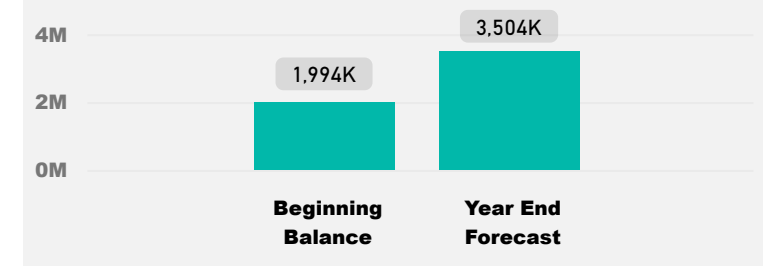
4,077K
● 2022 Executed (YTD) ● 2022 Committed (YTD)

Current Year Funds

3,692K — 2022 Planned
4,249K — 2022 Forecast (YEE)

1,274K
● 2022 Executed (YTD) ● 2022 Committed (YTD)

Growth Projects Funds

0K — 2022 Planned
0K — 2022 Forecast (YEE)

● 2022 Executed (YTD) ● 2022 Committed (YTD)

43
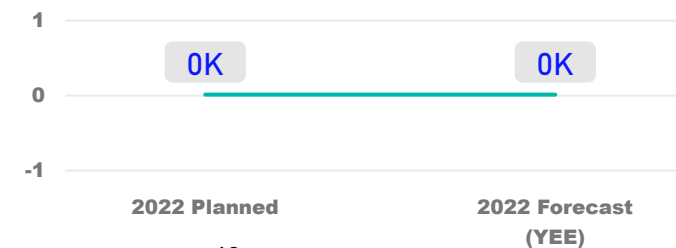
Lifecycle Spending Commentary

- Carry forward projects include: Saddletowne, Shawnessy, and Signal Hill outdoor ELC.
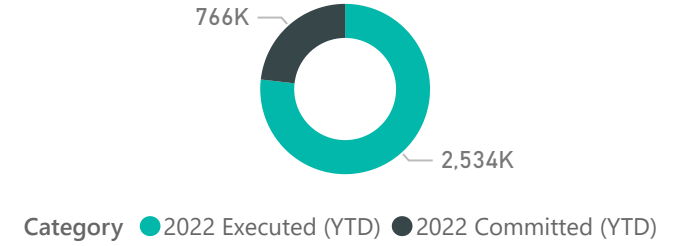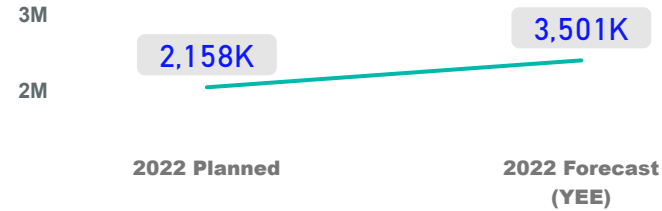
-Carry forward increase is due to an adjustment to the project scope for Shawnessy and Saddletowne.

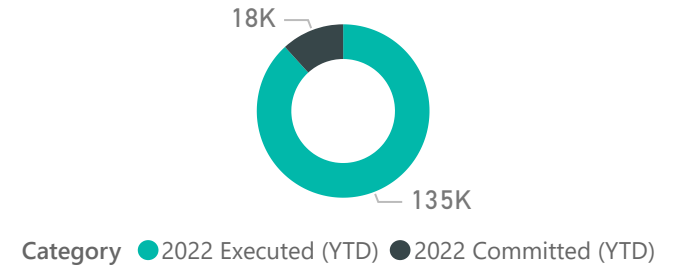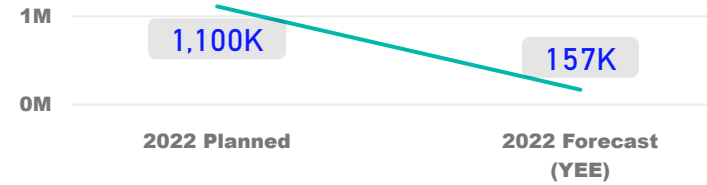- Building forecast decrease is due to the deferral of the Fish Creek project to 2023.

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

Spending Profile -1-

Carry Forward Projects

2,158K — 2022 Planned
3,501K — 2022 Forecast (YEE)

766K
2,534K

Category ● 2022 Executed (YTD) ● 2022 Committed (YTD)

Building

1,100K — 2022 Planned
157K — 2022 Forecast (YEE)

18K
135K

Category ● 2022 Executed (YTD) ● 2022 Committed (YTD)

Furniture

0.0K — 2022 Planned
0.0K — 2022 Foreca...
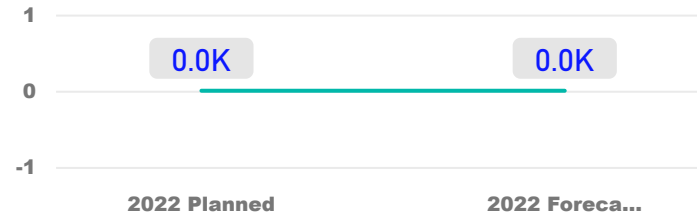
Category ● 2022 Executed (YTD) ● 2022 Committed (YTD)
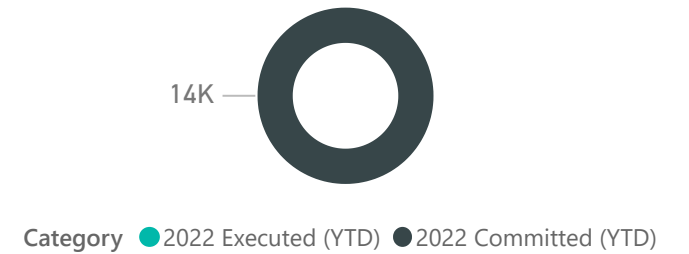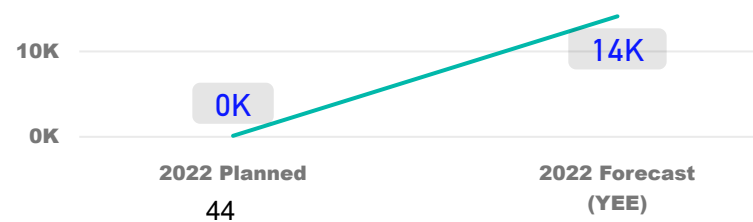
Vehicles

0K — 2022 Planned
14K — 2022 Forecast (YEE)

14K

Category ● 2022 Executed (YTD) ● 2022 Committed (YTD)

44

Commentary:

- IT projects include: Network/End-User Equipment.

- Demand Maintenance planned funding will be reallocated to other Lifecycle projects in 2023.

- There are no growth projects planned in 2022.

Spending Profile -2-

Technology

	2022 Planned	2022 Forecast (YEE)
	900K	900K

Category ●2022 Executed (YTD) ●2022 Committed (YTD)

11K
747K
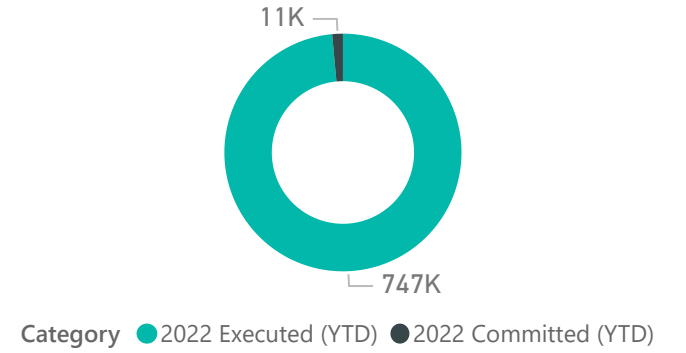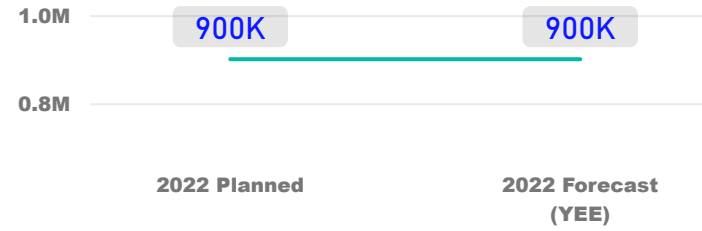
Demand Maintenance - Small Projects

	2022 Planned	2022 Forecast (YEE)
	500K	250K

Category ●2022 Executed (YTD) ●2022 Committed (YTD)

74K
121K

Growth Projects

Category ●2022 Executed (YTD) ●2022 Committed (YTD)

Statement of Financial Position with YEE, as of Sep 30, 2022
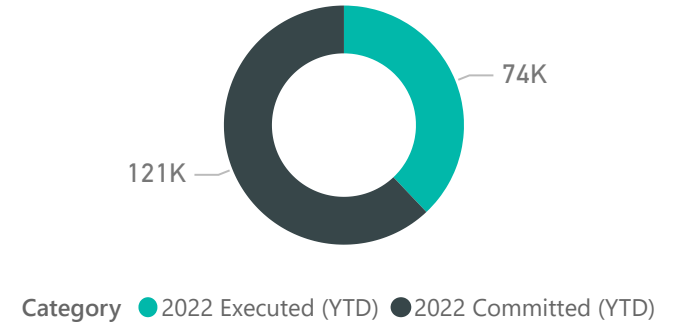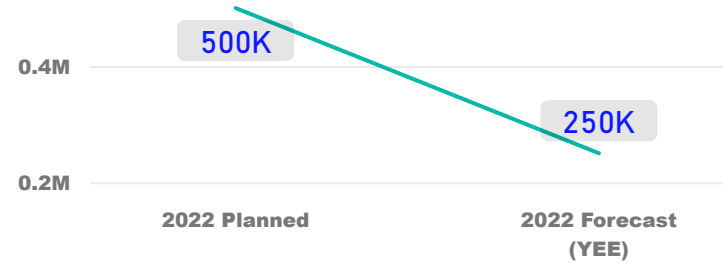
Commentary

- Year-end forecasted Net Financial Assets is $7M, as of Sep 30, 2022.

Net Financial Assets

46

Statement of Financial Position with YEE, as of Sep 30, 2022
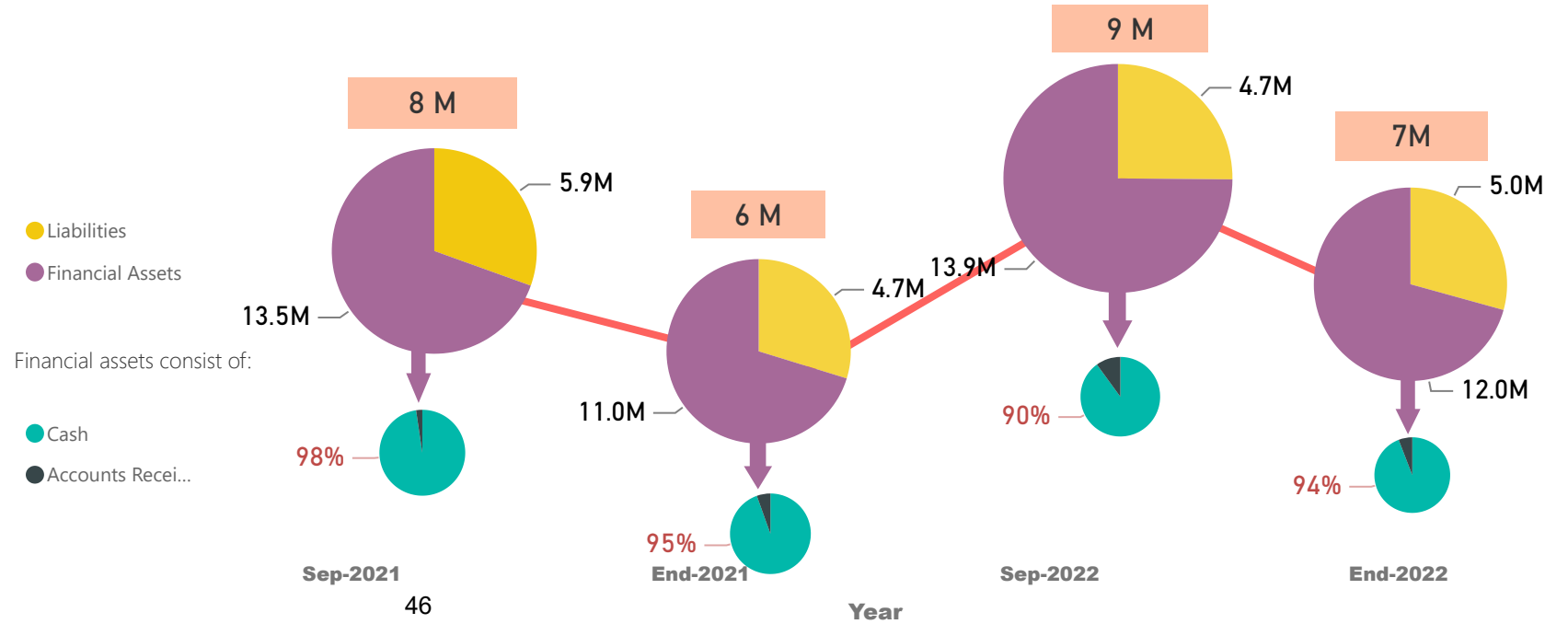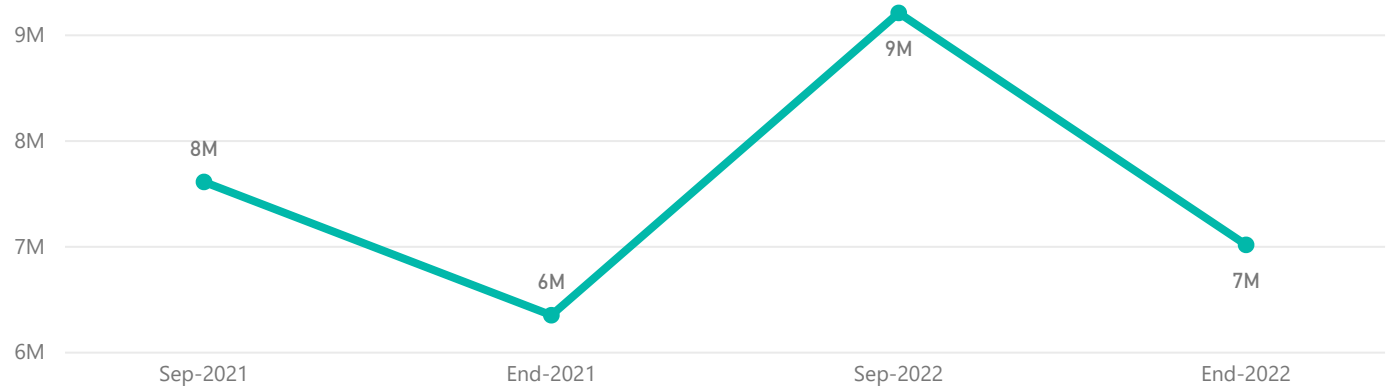
Commentary

- Tangible Capital Assets decrease is due to higher amortization ($6.1M) than the new additions ($4.7M).

Actions

2022 additions:
- Books: $1.6M
- Buildings: $3.1M

Tangible Capital Assets

Pie charts legend:
- Building
- Materials
- IT Equipment
- Vehicles
- Work in Progress
- F&E

Sep-2021: 44 M
- 24.6M (Building)
- 13.9M (Materials)
- 1.7M
- 1.1M

End-2021: 43 M
- 25.4M (Building)
- 13.5M (Materials)
- 1.7M
- 1.6M

Sep-2022: 42 M
- 24.5M (Building)
- 12.4M (Materials)
- 1.3M
- 1.4M

End-2022: 41 M
- 26.1M (Building)
- 12.1M (Materials)
- 1.3M

47
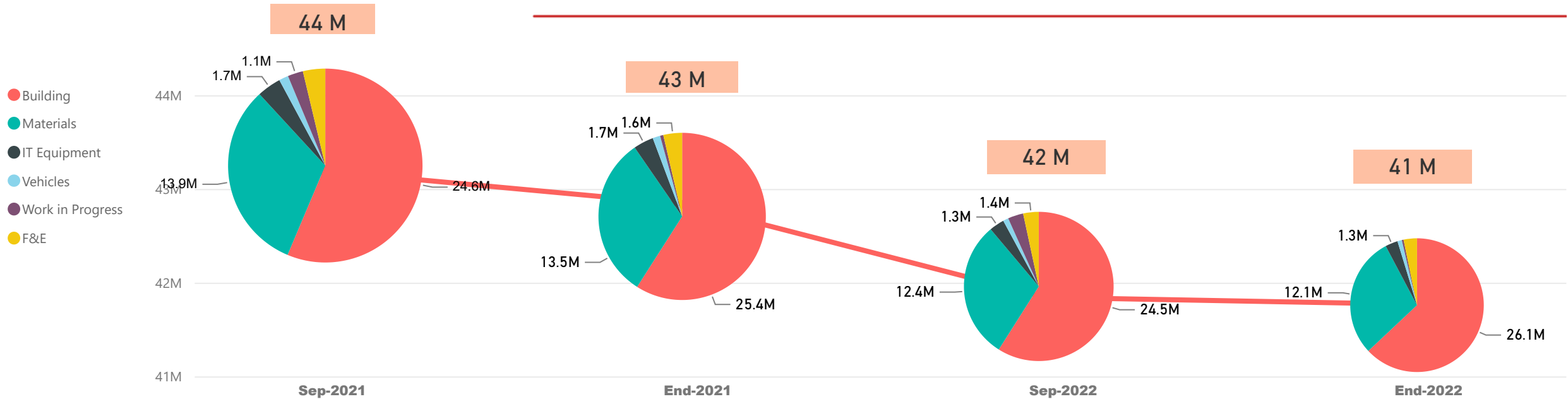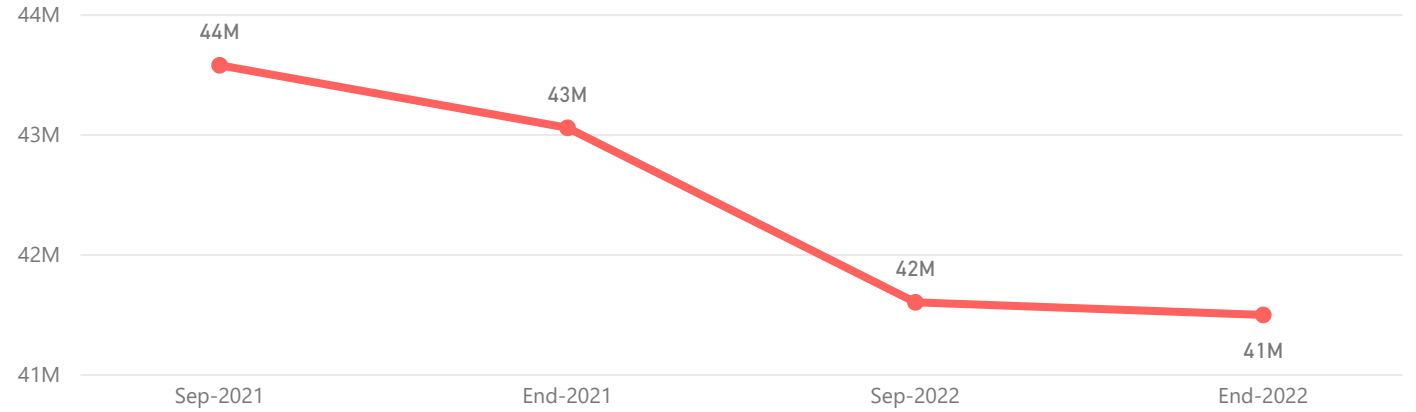
Statement of Financial Position with YEE, as of Sep 30, 2022

Commentary

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

Accumulated Surplus

- 53M
- 52M
- 51M

52.8M	51.9M	52.4M	50.6M

Sep-2021   End-2021   Sep-2022   End-2022

- Net Financial Assets
- Non-Financial Assets

Sep-2021	End-2021	Sep-2022	End-2022
53 M	52 M	52 M	51 M
7.6M	6.3M	9.2M	7.0M
45.2M	45.5M	43.2M	43.6M

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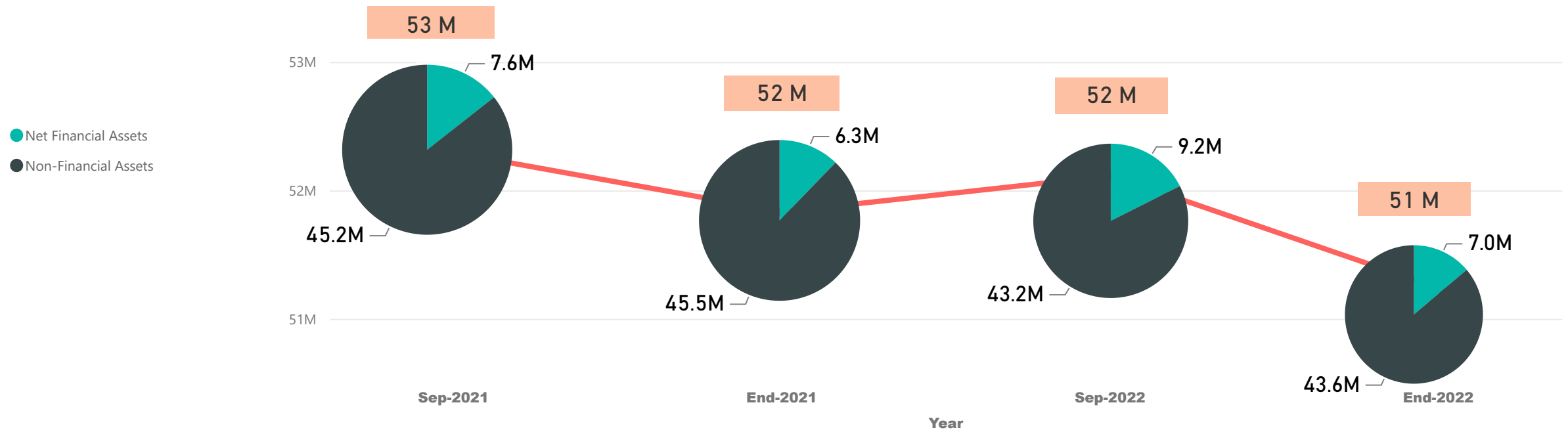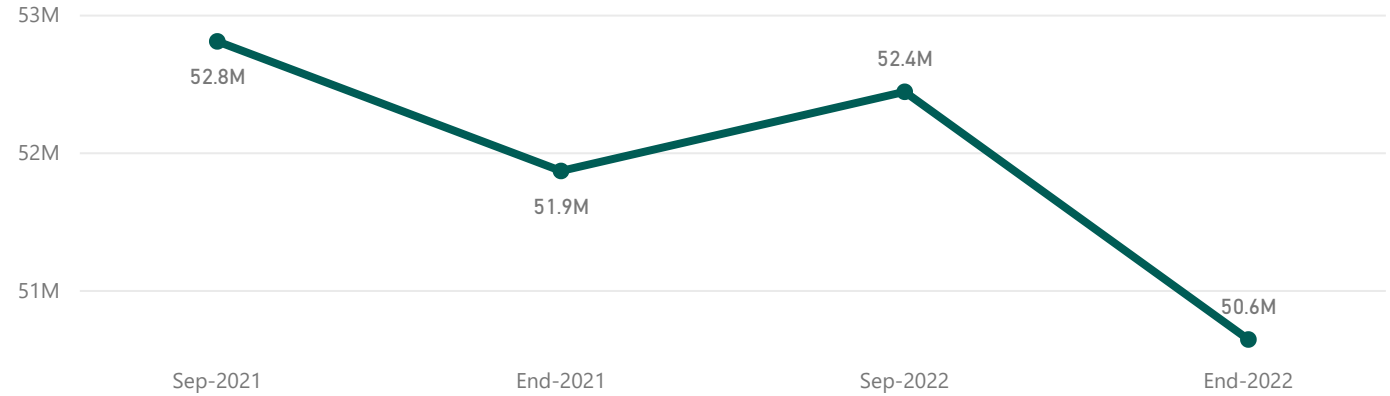
THE CALGARY PUBLIC LIBRARY BOARD
Management Report - Statement of Financial Position
As at

	30-Sep-22	30-Sep-21	31-Dec-21
FINANCIAL ASSETS			
Cash	12,465,466	13,224,025	10,403,409
Accounts receivable	1,387,505	316,246	601,120
	13,852,971	13,540,271	11,004,529
LIABILITIES			
Accounts payable and accrued liabilities	2,727,387	3,934,110	4,280,249
Deferred revenues	1,923,531	2,001,903	380,130
	4,650,918	5,936,013	4,660,379
NET FINANCIAL ASSETS	9,202,053	7,604,258	6,344,150
NON-FINANANCIAL ASSETS			
Tangible capital assets	41,597,823	43,573,554	43,052,485
Inventory	43,908	55,107	53,645
Prepaid assets	1,595,485	1,572,423	2,414,020
	43,237,216	45,201,084	45,520,150
ACCUMULATED SURPLUS	52,439,269	52,805,342	51,864,300

THE CALGARY PUBLIC LIBRARY BOARD
Management Report - Operating Activities
For the Period Ended September 30, 2022

	Current YTD $	Budget YTD $	Budget Variance YTD $	Total BUDGET $	Total Forecast $	Forecast Increase/ (Decrease) vs Total Budget $	Total Forecasted vs Current YTD S	Comments (Favorable: F / Unfavorable: U)
REVENUES								
5 City of Calgary	40,431,240	40,408,287	22,953	53,877,720	55,088,670	1,210,950	(14,657,430)	**F-** The forecasted increase is due to City funding for CUPE retro pay. The favorable budget variance is due to City insurance proceeds.
9 Province of Alberta	5,151,117	5,151,117	-	6,864,917	6,864,917	-	(1,713,800)	
14 Rent revenue	117,000	143,265	(26,265)	208,530	156,000	(52,530)	(39,000)	**U -** The forecasted decrease is due to Luke's exterior restaurant remaining closed.
19 Interest and other revenue	764,610	546,800	217,810	733,086	1,138,087	405,001	(373,476)	**F -** The forecasted increase is due to BIPOC internship program, Increased interest rate, Library's portion of Genesis Centre hail damage repair funds, and Genesis Centre shared reserve.
22 Grants and sponsorships - restricted	2,087,043	2,045,862	41,181	2,727,816	2,253,136	(474,680)	(166,093)	**F -** The forecasted decrease is due to the projected deferrals of restricted fund for projects at year-end. The favorable budget variance is due to additional funding.
23 Total revenues	48,551,010	48,295,331	255,679	64,412,068	65,500,809	1,088,741	(16,949,799) F	
EXPENSES								
29 Salaries and employee benefits	28,383,343	29,759,086	1,375,743	40,341,558	40,111,422	(230,136)	11,728,079	**F -** The forecasted decrease is net of the YTD savings ($1.4M), CUPE retro pay estimate ($1.19M), and projected deferrals at year-end ($0.17M).
32 Collections	5,681,044	5,315,931	(365,113)	6,683,171	7,209,519	526,348	1,528,475	**U -** The forecasted increase is due to Q1 surplus reallocation.
48 General operating	7,212,311	7,929,631	717,320	10,346,572	9,913,358	(433,213)	2,701,047	**F -** The forecasted decrease is mainly due to projected restricted fund project deferrals and operating budget savings, which if material will then be reallocated in Q4.
54 Building and equipment	3,686,598	4,218,457	531,859	5,755,474	5,680,474	(75,000)	1,993,876	**F -** The favorable budget variance is mainly due to the Genesis Centre hail damage funded by the insurance, which Library's portion will be recognized in Q4
74 Occupancy Costs	1,324,154	1,348,167	24,013	1,788,615	1,793,063	4,448	468,908	**F -** Reduced common area costs.
75 Amortization	4,604,659	4,601,025	(3,634)	6,134,699	6,134,699	-	1,530,040	
76 Total expenses	50,892,110	53,172,298	2,280,188	71,050,088	70,842,534	(207,553)	19,950,424 F	
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(2,341,100)	(4,876,967)	2,535,866	(6,638,020)	(5,341,725)	1,296,294	(3,000,625)	
Transfer between lifecycle and operating	1,029,233	1,029,233	-	1,288,764	721,394	(567,370)	(307,839)	
Transfer from prior year surplus	-	1,055,157	(1,055,157)	1,055,157	1,055,157	-	1,055,157	
Unrestricted reserve from prior years	3,818,264	2,763,107	1,055,157	2,763,107	2,763,107		(1,055,157)	
Operating reserve	3,000,000	3,000,000	-	3,000,000	3,000,000	-	-	
Transfer to asset management life cycle	(225,000)	(225,000)	-	(225,000)	(225,000)	-	-	
Transfer to books capital	(1,199,803)	(1,229,215)	29,412	(1,615,600)	(1,635,600)	(20,000)	(435,797)	
Add back amortization	4,604,659	4,601,025	3,634	6,134,699	6,134,699	-	1,530,040	
EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	**8,686,252**	**6,117,340**	**2,568,912**	**5,763,107**	**6,472,031**	**708,924**	**2,214,222**	
Less unrestricted reserve from prior years	(3,818,264)	(2,763,107)	(1,055,157)	(2,763,107)	(2,763,107)		1,055,157	
Less operating reserve	(3,000,000)	(3,000,000)	-	(3,000,000)	(3,000,000)		-	
EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	1,867,989	354,234	1,513,755	0	708,924	708,924	3,269,379	
Government transfers for capital	3,091,290	3,091,290	-	4,293,000	4,293,000	-	1,201,710	
Amortization	(4,604,659)	(4,601,025)	(3,634)	(6,134,699)	(6,134,699)	-	(1,530,040)	
Purchase of books capital	1,199,803	1,229,215	(29,412)	1,615,600	1,635,600	20,000	435,797	
Add back transfer to asset management life cycle	225,000	225,000	-	225,000	225,000	-	-	
Transfer between lifecycle and operating	(1,029,233)	(1,029,233)	-	(1,288,764)	(721,394)	567,370	307,839	
Less transfer from prior year surplus	-	(1,055,157)	1,055,157	(1,055,157)	(1,055,157)	-	(1,055,157)	
Write off of tangible capital assets	(175,220)				(175,220)			
Change in Accumulated Surplus	574,969	(1,785,677)	2,535,866	(2,345,020)	(1,223,946)	1,296,294	2,629,528	
Accumulated Surplus, beginning of year	51,864,300	52,109,792	(245,492)	52,109,792	51,864,300	(245,492)	(648,977)	
Accumulated Surplus, end of year	52,439,269	50,324,116	2,290,374	49,764,772	50,640,354	875,581		

Lifecycle Funding and Spending Profile	Projects	Description	2022 Planned	2022 Forecast (YEE)	2022 Executed (YTD)	2022 Committed (YTD)	2022 Total (YTD)
As at September 30, 2022							
Funding Source			**('000)**				
		Carry Forward Funds	4,099	4,077	4,077	-	4,077
		Current Year Funds	3,692	4,249	1,274	-	1,274
Total Funding Available			7,791	8,326	5,351	-	5,351
Spending Profile							
	Carry Forward Projects						
		2021 Carry Forward Projects	2,158	3,501	2,534	766	3,300
	New Projects						
		Building - Lifecycle	1,100	157	135	18	153
		Demand Maintenance	500	250	74	121	195
		Vehicles - Lifecycle		14	-	14	14
		Technology	900	900	747	11	758
Total Spending Profile			4,658	4,822	3,490	930	4,420
Total Funds Available			3,133	3,504	1,861		3,906

Operating Reserve Fund	Projects	Description	2021 Carry Forward	2022 Planned	2022 Executed (YTD)	2022 Committed (YTD)	2022 Total
As at September 30							
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						
		2021 Carry Forward Projects	-	-	-	-	-
	New Projects						
		2022 Projects	-	-	-	-	-
Total Spending Profile			-		-	-	-
Total Funds Available			3,000		-	-	3,000

Calgary Public Library Foundation Update

November 2022

- On October 13, we hosted a **behind-the-scenes tour** at Memorial Park celebrating the 110 Anniversary of Calgary Public Library for mid-level donors and prospects.
- On November 1, we hosted **Four-ward**: A celebration of Central Library's fourth birthday and a look ahead at the new 4-year strategic plan.
  - The event included a sneak-peek of the strategic plan from CEO, Sarah Meilleur, a panel discussion with members of the Service Design and Delivery team and a blessing from an Indigenous Elder Alice Kaquitts. More than 60 guests attended, representing Foundation donors, City Councillors, and Central Library partners.
- Between October 17 and November 7, the Foundation operated its third **50/50 Cash Raffle** of 2022 with partner, Rafflebox. The online 50/50 raised a jackpot of $40,890.
- On September 24/25, the Foundation hosted a **casino weekend** at Deerfoot Inn and Casino as part of AGLC's charitable agreement with casinos in Alberta. We hope to raise upwards of $65,000 from this weekend that was supported by Foundation staff, Board Members, and volunteers.
- **Pop-up stores** were set up on Love Your Library Day in October at Seton, Signal Hill, Memorial Park, and Central libraries with the support of staff and volunteers. Busy library locations provided great exposure for the Store in the lead-up to the holiday season.
  - We have initiated a **new partnership with local businesses** DKV Art and Resin Shine Craft, and have new products coming from existing local partners, including Cinder & Sage jewellery and Local Laundry.
  - Library Store provided a **coupon for Library volunteers** as an engagement strategy for the Volunteer Resources team. This coupon has been used 176 times so far.
- **Charitable Gift Guide** will launch in digital format on Giving Tuesday, November 29.
  - Several mid and major donors will match all holiday giving up to $100,000.
- Upcoming Events
  - **November 25** - Library After Dark Event, Locked Library at Nose Hill Library
  - **November 29** - Fundraising Breakfast & Launch of Charitable Gift Guide on Giving Tuesday
  - **December 20** - Shopping deadline for local shipping from LibraryStore.ca

"From the bottom of my heart, I want to thank you and your colleagues for buying Ukrainian books. Last fall, it was hard to find Ukrainian books, especially for little ones. Two weeks ago, I went with our baby and we found many new Ukrainian books. Thank you all very much for your care." - Library patron