

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, May 24, 2023
Central Library Boardroom 0-11



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| | A. Business Arising from the Minutes | |
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| 9. | Strategy and Community Committee | 50 |
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| 11. | Calgary Public Library Foundation Update | |
| | A. MOTION Calgary Public Library Foundation Update <i>Tracy Johnson, CEO Calgary Public Library Foundation</i> | 85 <i>Information</i> |
| 12. | Board Workplan Review <i>Andrew Rodych, Board Chair</i> | 87 <i>Discussion</i> |
| 13. | Board Recognition | |
| 14. | Other Business | |
| 15. | Adjournment | |

TREATY 7 LAND ACKNOWLEDGEMENT

With gratitude, mutual respect, and reciprocity, we acknowledge the ancestral home, culture, and oral teachings of the Treaty 7 signatories which includes the Siksika (*Six-ih-gah*) Nation, Piikani (*Bee-gun-knee*) Nation, Kainai (*Gah-nah-wah*) Nation, the 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. We also recognize the Métis (*May-tea*) people of Alberta Region 3 who call Treaty 7 their home.

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

PRONUNCIATION GUIDE

HELLO:

Oki - Ohh-gee (Blackfoot hello)

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

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

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

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

**Calgary Public Library Board
Record of Urgent Motion
To Elect Board Chair
Dated April 25, 2023**

Background:

In light of the mid-term resignation of Board Chair Sandy Gill, the Calgary Public Library Board met in camera on April 22, 2023 to discuss succession planning and the transition to new leadership for the remainder of 2023.

Urgent Motion:

MOVED by Al-Karim Khimji and seconded by Crystal Manyfingers to elect Andrew Rodych as Chair of the Calgary Public Library Board.

Approved: 9
Motion Carried

**Calgary Public Library Board
Record of Urgent Motion
To Elect Board Vice-Chair
Dated April 25, 2023**

Background:

In light of the mid-term resignation of Board Chair Sandy Gill, the Calgary Public Library Board met in camera on April 22, 2023 to discuss succession planning and the transition to new leadership for the remainder of 2023.

Urgent Motion:

MOVED by Al-Karim Khimji and seconded by Crystal Manyfingers to elect Evan Legate as Vice-Chair of the Calgary Public Library Board.

Approved: 9
Motion Carried

**Calgary Public Library Board
Record of Urgent Motion
To Approve the Public Attendance and Presentation at Library Board Meetings Policy
Dated May 15, 2023**

Background:

The Governance Committee met on April 4, 2023 and May 9, 2023 to review a proposed Public Attendance and Presentation at Library Board Meetings policy. This policy clarifies and formalizes an existing process used to facilitate public participation in Calgary Public Library Board meetings.

Urgent Motion:

MOVED by Andrew Rodych and seconded by Haritha Devulapally that the Calgary Public Library Board approve the Public Attendance and Presentation at Library Board Meetings Policy as presented.

Approved: 9
Motion Carried

CEO Report May 2023

CEO Sarah Meilleur recently attended the bi-annual CEO meeting for the Canadian Urban Libraries Council (CULC) in Toronto. These two days of discussions and professional learning are a great opportunity to connect with other larger municipal library systems in our country and share knowledge. Discussions and presentations centered around intellectual freedom challenges across the county, safety and security concerns and their impact on Library staff, research on public trust in media and the rise of misinformation, and innovation and trends opportunities for libraries of the future.

Calgary Public Library was eager to send members of our leadership to Library Journal's Public Library Safety Summit in Columbus, Ohio in late April. Heather Robertson, Director of Service Design and Innovation, attended along with Sara House, Manager for Central Library, and Doug Durant, Security Advisor for the Library. The conference invited library directors, safety and facilities leads and other contributors to library safety to join peers from major North American library systems to learn about best practices from within the library field. Programming was rooted around an important prompt: "How can public libraries provide physically and emotionally safer and more secure environments for staff and patrons while protecting their privacy and maintaining open, accessible, and welcoming spaces?"

Libraries across North America are facing similar trends and challenges in safety and security. Over the two days, it became clear that Calgary Public Library has built a strong foundation of safety and security measures to address the complex and changing environment we serve. There is always room to strengthen and enhance our approach with opportunities to learn from other library partners.

Recent months may have brought challenges to the Library, yet through these challenges, we are reminded of the enduring power of public libraries and why they are needed now more than ever.

Libraries are places to explore new ideas, draw inspiration, and even find respite from the world outside our doors. In the face of challenges, our staff remain committed and passionate leaders that provide critical public service.

As we rise to meet new and evolving needs in our community, it's also important to dream big again and look forward. That's why we are thrilled to share that [Engine 23 will ride again](#) from its new location at Fish Creek Library.

Engine 23 is a decommissioned Calgary Fire Department pumper truck. The truck was converted into an educational play structure in 2016 and became instantly popular with Library patrons, young and old, at its home in the former Central Library. The truck was placed in storage before the opening of the new Central Library, where it patiently waited for its return. In the wee hours of April 22, Engine 23 was hoisted into the air and moved carefully into its new home. A new Engine 23 experience will be unveiled later this year within the freshly renovated Fish Creek Library.

Government Relations

On May 3, the Library presented our annual Civic Partners Report to the City of Calgary's Community Development Committee. The presentation included service highlights from the previous year and shared some of the Library's work related to equity, diversity, inclusion, and Truth and Reconciliation. The Library was proud to share that based on the most recent Municipal Benchmarking Network Canada (MBNC) report, Calgary leads in three main areas: registered cardholders as part of the population, annual in-person visits per capita, and annual uses per capita.

The 2023 Provincial General Election has been called. Central and Memorial Park will serve as polling stations on May 29, and Central will also be a polling station for advance polls from May 22 – 27. As always, the Library must ensure its programming and spaces uphold the Political Use of Library Space Policy.

Our provincial election programming is focused on voter awareness. All locations share information on Divisions of Power in Government, voting instructions in multiple languages and authorized identification information.

An installation in the Create Space at Central expands on these displays with self-directed activities to encourage civic engagement. The displays will stay up through Election Day on May 29. The Library also partnered with Bow Valley College on an all-candidates forum for the provincial riding of Calgary-Buffalo on Tuesday, May 16, at Central.

System Developments

On March 22, the Calgary Public Library Foundation launched Ladder Up on Literacy, a new fundraising campaign that aims to relocate Engine 23 to Fish Creek Library. CEO Sarah Meilleur spoke at the launch, along with a special Firefighter story time with Chief Duckworth for over 130 attendees. The Foundation is a critical partner in the revitalization of Engine 23. To learn more, visit Engine23.com.

The move of Engine 23 also signals that the Fish Creek lifecycle renovation has begun. Fish Creek is one of the system's largest and most recognizable locations. The building, which opened in 1985, will get a refresh of flooring, paint, lighting, and more.

LibraryStore+ officially had its soft launch on March 28, 2023. The LibraryStore+ project at Central is a temporary pop-up initiative that is volunteer-run. Patrons of the Central Library can physically browse through some of the merchandise available through the online Library Store. Patrons can also find assorted snacks and hot beverages at the store—proceeds from the pop-up support the Library Foundation.

The Library is happy to see planning progress on its new locations. A City of Calgary [Engage portal](#) was launched for the Walden Fire Station and Library in March, sharing project updates and inviting community feedback. The Library will begin community outreach and microservice pilots in that community this summer.

Operational Highlights

Service numbers for the first quarter of the year indicate that the Library can expect to have a year of activation and growth.

Locations are busy, and we're at 86% of in-person pre-pandemic visitation and growing as we prepare for the summer. Repeat customers will be an exciting measure to continue watching as of the members who visited in Q1 2023. 84% returned at least one more time, while 53% visited 6 or more times.

We know that the Library provides many services to support the community, and while circulation is at an all-time high, we also see computer use, printing, and wi-fi use all grew last quarter, which is 22% higher than in Q1 2019.

With almost 40,000 new members in the first four months of the year, our staff are busy introducing new services and resources to members.

Staff at Giuffre Library recently helped a patron learn how to book a room for the following week. When he showed up for the booking, he was dressed in a suit and tie and explained that he would be interviewing virtually for a job. He was immensely grateful that the library provided spaces patrons could use for various purposes.

That life-changing service was also displayed at Nicholls Family Library, where a patron asked staff for help with his résumé. Staff shared information on the Library's Drop-In Career Coaching program at another branch so he could attend the next day. They also helped him print his résumé and answered questions on our other programs and resources. A week later, he returned to print documents he needed – for his new employer.

Cypress Resume e-resource was also launched in April. Funded through a grant from the Government of Alberta, it is a quick and simple way to create a professional resume.

The Entrepreneur Desk launched at the beginning of April as a partnered offering with Platform Calgary and Business Link, having their advisors at Central for one-on-one meetings every week. The new program has proven popular, and staff are exploring how to expand it to provide more access to these experts.

The Program and Volunteer Planning team has been hard at work to retain and recruit volunteers. Last year, volunteers provided 24,270 hours to the Library for an approximate labour value of \$809,405. The Library is grateful for the 2,150 registered volunteers who help us to enhance service, support programs, and provide valuable community connections. To recognize National Volunteer Week (April 16 - 22, 2023), the Library sent treats to all locations to provide a thank you to volunteers, shared thank you cards across the systems, and sent an email recognition to all volunteers. The Library also issued a call for student applications for the annual Bright Futures Scholarship.

The Collections Team is always looking to increase multi-lingual content and provide more resources for newcomers. Digital world language storybooks for children are now available in the eResource LOTE4Kids. This resource supports the library's commitment to newcomers and includes Ukrainian content. Between February and April, there were 1,014 logins, 3,143 stories

watched, and 485 activities (e.g. colouring sheets). The most popular languages include Mandarin, French, Spanish, Hindi, and ASL.

Following a successful implementation at the Central Library, the Newcomers Desk will expand to the Shawnessy Library this month. The program has proven to be an effective resource for newcomers, with positive feedback from patrons and partners. Through the desk's programs and resources, newcomers have been able to access crucial support and guidance during their transition to their new home.

Libraries play a critical role in driving equity and ensuring all children have a chance to realize their potential. Forest Lawn staff recently resumed regular visits to the West Dover Patch in partnership with Hull Services. Patch is a community program in partnership with Calgary Housing and directly serves low-income families.

The International Trans Day of Visibility was March 31, and locations created book displays and shared pronoun pins to share this important day with visitors.

Collection HQ is a tool the Collections Team uses to maintain and evaluate collections. A recent report from Collection HQ shows how equity, diversity, and inclusion (EDI) content has increased in Young Adult publications. This trend extends across all of our collections, and EDI content in our teen fiction collection specifically has increased 15% in the last seven years. This is thanks to the increased availability of diverse titles for purchase and Selector diligence in finding appealing books.

A pipe ceremony was held on May 18 to officially complete the name transfer of the Elders' Guidance Circle space. The new name, carefully selected by elders representing each Treaty 7 community, is "Children's Lodge" which will be translated into Blackfoot, Tsuut'ina, and Iethka Stoney Nakoda. In deciding on the name Elder Pam Heavy Head noted, "As Elders, when we are teaching new learners, we think of them like our children."

Dr. Miiksika'am Clarence Wolf Leg Sr., who will lead the pipe ceremony, said "Like little children we are inquisitive. We go to the spiritual people because they were given the responsibility of the Creator to keep the knowledge. Politically correct has no place in this discussion. Everyone who enters that room is a child. Stepping into the lodge is a whole new transition in your life."

After two years of refining the service model during a pandemic, the Library Goes to Kindergarten has been finalized with three strategic initiatives: the Kindergarten Book Bag, outreach to kindergarten classrooms in the fall and (new) Kindergarten Family Events at the end of August. Over 4,500 book bags were distributed to locations for the public, and 3,250 "special bags" were distributed through the Calgary Board of Education (CBE), Calgary Catholic School District (CCSD), Chilla Elementary School on Tsuut'ina Nation and to graduates of the My First Bookshelf Program. These bags contain school supplies and caregiver information on supporting school readiness and are designed by Natalia Ionescu, the 2022 Children's Illustrator in Residence.



Fish Creek hosted School's Out All-Day pop-ups throughout both CBE and CCSD spring break. The pop-ups helped staff direct (and redirect) the incredible energy of the children and families that visit the Library during their week off. These activities saw over 1,500 participants throughout both school breaks.

Staff have proclaimed that Book Truck Season is in full swing! Spring break and preparing for Ultimate Summer Challenge registration opening in June are great reasons to reconnect with schools and bring the Library into the community in new ways. Signal Hill recently met with nearly 150 students on one such visit and began a new relationship with the Chief Big Belly Middle School in Tsuut'ina. A recent visit with 113 students resulted in quite a few new members for the Library.

Staff from Forest Lawn Library attended the Outdoor Play in the Early Years Conference, hosted by Nature Play and Get Outside and Play. This local, professional development event for early childhood educators stresses the importance of outdoor and risky play with children, a relevant topic for the Library as it prepares for summer programming season and community outreach.

The LENA Start graduation event took place at the TELUS Spark Science Centre on April 5, for all Calgary graduates. The LENA Start program increases caregiver skills and accelerates child language skill development. The Library is one of seven community partners that provide the service. 63 caregivers and 50 children graduated from the program, including six families from the Library's cohort.

LitCon, Calgary's virtual art festival for kids and teens, returns at the end of this month. This is the second year that the Library has organized and hosted the event that reaches educators and students in grades K – 12. An in-person day of programming is also running on June 3 at Central Library. So far, over 400 classes have registered for the festival.

The January – April session of the Creative Writing Club reached over 1,000 participants. Creative Writing Club provides weekly support to students ages eight to 14 years old by matching them with a skilled volunteer. Coaches for this session included 11 University of Calgary students as part of their Community Engagement Through Literature course and 36 youth volunteers.

Staff across the city continue to see a strong need for supports and programs for English Language Learners. Outreach staff from Saddletowne Library recently attended a literacy and numeracy night at a local school and met with 100 adults and children, signing up 25 new members in one night. Attendees were eager to learn about how digital resources like Solaro and Brainfuse can help students find success.

Coding Buddies, a popular program that introduces computer coding to school-age kids was expanded to more locations and Judith Umbach Library can attest to its popularity with kids.

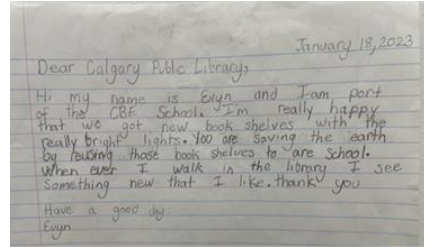
Art students from Joane Cardinal-Schubert School have designed a mural for Seton Library's Teen Centre, which they will work on painting throughout May. The high-school students co-created the concept following a tour of the location. The mural contains themes around nature and technology and incorporates gaming elements

A new Ribbon Skirt Workshop at Forest Lawn Library was one of our most popular programs in recent months. This six-week pilot invited Indigenous teens to learn about ribbon skirts and create their own. There is no set colour, pattern, or design for ribbon skirts; it is about how you define yourself when wearing the skirt. Most of the participants struggled at the beginning of the program because they had not used a sewing machine, but with the right encouragement, they could achieve and accomplish their goals. Artist Brittany Morning Bull facilitated the workshop, and every teen completed a beautiful skirt of their own.



The Red Dress Project was initiated in 2010 by Jaime Black, a Métis multidisciplinary artist based in Winnipeg. The red dresses act as a visual reminder of the thousands of Indigenous women, girls, and two-spirit people who are missing or who have been murdered. Autumn EagleSpeaker facilitated a workshop at the Central Library before Red Dress Day, where participants learned about why Red Dress Day is observed and had the opportunity to make their own red dress, shirt or skirt pin. Locations also created activity stations for Red Dress Day on May 5 that invited visitors to decorate their own red felt dress as a show of support.

A staff member recently connected the Library's Facilities Team to an exciting upcycling opportunity at William Reid School. The school's library desperately needed shelving, and our Facilities Team worked to repurpose shelving previously destined for metal recycling disposal and transformed the school's learning space. We received dozens of Thank You notes from the students expressing their appreciation, and staff were happy to explore a new type of ecological awareness.



On Saturday, April 15, the Library hosted a screening of [Love in the Time of Fentanyl](#) in partnership with CBC, Safeworks Harm Reduction Program (Alberta Health Services), Calgary Fire, and Alberta Alliance Who Educate and Advocate Responsibly (AAWEAR) at the Central Library. The Red Cross provided 100 Naloxone nasal kits to be distributed during the event, and Safeworks provided an additional 50 injectable kits. Over 340 people joined online and in-person to view this powerful film and listen to the post-screening discussion moderated by CBC's Loren McGinnis.

Crowfoot Library's Chess Club was in the news recently to recognize the program's incredible popularity. On April 29, over 150 participants joined the event to learn, play, and celebrate chess. The monthly program regularly draws huge crowds and attracts families from all over the northwest.

The Library hopes to inspire members to create their own book clubs with DIY Book Club. In addition to a webpage with digital resources and inspiration, we are also piloting in-person programs to help people build and lead book clubs. The first program had very engaged participants who were thrilled to discover all the Library resources related to reader's advisory. Each left with a stack of new books to recommend to their book clubs.

Impact Moments

A young father and his five-year-old son, recent newcomers to Canada, visited the Louise Riley Library for the first time. The father had many questions about the Library and its programs; he was keen to attend career workshops, interview and résumé help classes anywhere in the city. He wanted language programs for himself and his son and was trying to take notes on his phone as the staff answered his many questions and told him about available programs.

The father asked, "Where would we go if we wanted to find a place to connect with people?" Staff explained that they had found that place, that the Library was a gathering place and a great way to connect.

A staff member at Nose Hill Library recently shared the following story:

"I spoke with a community group last night who were using one of our program rooms for a meeting. They were extremely grateful for being allowed to use this space. One of them made a profound statement about our library, which made me realize how much we matter and how important it is that we have this 'space' for Calgarians to use. Thought I'd share with you!

One member in the group commented - "this is really the only place left in Calgary that

you can use without a cost or obligation. A true gathering place for the community. A beautiful space".

She made a good point - there really is no other meeting place in Calgary that is free, or you have to purchase something in order to use that space."

**Approved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, April 4, 2023
5:30 pm**

In Attendance:

Board

Sandy Gill (Board Chair)
Al-Karim Khimji
Sheeba Vijayan

Administration

Heather Robertson, *Director, Service Design and Innovation*
Alexis Apps, *Senior Executive Assistant*
Manjula Nanjappa, *Director, Technology*
Amanda Robertson, *Executive Assistant*

Regrets

Haritha Devulapally
Crystal Manyfingers
Andrew Rodych

Board Chair Sandy Gill acted as chairperson in the absence of Governance Committee Chair Andrew Rodych.

1. Treaty 7 Opening

Sheeba Vijayan respectfully opened the meeting with a Treaty 7 land acknowledgement.

2. Review of Agenda

MOVED by Al-Karim Khimji that the April 4, 2023 agenda be approved by the Governance Committee as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Sheeba Vijayan that the minutes of the February 28, 2023 Governance Committee meeting be approved as presented.

Carried unanimously

4. Business Arising

A. Request to Share Board Documents

Having reviewed the list of documents requested by a former Calgary Public Library Board member to support the establishment of a new non-profit governance board, Administration advised the Committee that there would be no concerns with confidentiality or liability to the

Library and Library Board. The Committee directed Administration to fulfill the former Board member’s request.

| Task | Responsible | Deadline |
|---|----------------|------------|
| Release the requested documents to the former Board member to support their work in establishing a new non-profit governance board. | Administration | April 2023 |

MOVED by Sandy Gill that the Governance Committee approve the release of the specified Calgary Public Library Board documents in support of the establishment of an unrelated non-profit governance board.

Carried unanimously

5. Board Recruitment

A. Recruitment Update

Al-Karim Khimji volunteered to join the 2023 ad hoc Board Recruitment Committee, which will be comprised of Khimji, Haritha Devulapally, and Evan Legate.

| Task | Responsible | Deadline |
|--|------------------------------------|----------|
| Meet with the external search firm to begin the 2023 recruitment campaign. | Ad Hoc Board Recruitment Committee | May 2023 |

6. Bylaws, Policies and Processes

A. Team Charter Review

Having reviewed the proposed revisions to the Team Charter, the Committee agreed to recommend the draft to the Board for approval with one question to discuss at the Board level. The Committee will ask the Board for input as to whether clarification is required to specify that Councillor members are not required to serve on standing committees.

MOVED by Sandy Gill that the Team Charter be recommended to the Calgary Public Library Board as presented, subject to a request for confirmation of the verbiage regarding Councillor member participation on standing committees.

Carried unanimously

B. Board Bylaw Review

The Committee had discussed the Board Bylaw at its meeting on February 28, 2023 and agreed with Administration’s recommendation at that time to revise verbiage containing an outdated job title, replacing it with “the person responsible for” the specified subject matter.

Administration brought forward additional suggestions for revision before the Bylaw is recommended to the Board for approval. All revisions were approved by the Committee for recommendation to the Board:

- 3.2(f) “shall be ex officio a member” was replaced with “shall be an ex officio member”
- 3.5 “his” was replaced with “their”
- 4.9(b) “himself or herself” was replaced with “themselves”

MOVED by Sandy Gill that the revised Calgary Public Library Board Bylaw be recommended to the Calgary Public Library Board for approval.

Carried unanimously

C. Equity and Belonging Policy: Visual Aid

Heather Robertson advised the Committee that upon development of this policy in 2022, the Committee had agreed to revisit the topic of potentially adding a visual component to support understanding of the principles included in its contents and to portray an Indigenous worldview.

Indigenous Services representatives had advised Robertson that a culturally appropriate path forward would be for a group with representation from the Governance Committee and Administration to meet with an Elder from the Elders Guidance Circle to discuss the intention of the initiative and request guidance for how to produce the visual. Administration confirmed that the Elder would be compensated financially and with appropriate protocol offerings for the work of hearing this request and providing guidance.

The Committee agreed to this approach. Sheeba Vijayan volunteered to represent the Governance Committee with the caveat that Crystal Manyfingers be approached to see if she would like to participate as the originator of this idea. Sandy Gill volunteered to speak with Manyfingers and invite her to participate.

| Task | Responsible | Deadline |
|--|----------------|------------|
| Connect with Crystal Manyfingers about the opportunity to participate in the Equity and Belonging Policy visual component process. | Sandy Gill | April 2023 |
| Connect with Indigenous Services to coordinate a consultation session with an Elder. | Administration | May 2023 |

D. Donations: Materials Policy Review

During the 2022 Board Policy review, the Donations: Materials Policy was updated to reflect flexibility in addressing donations based on community and operational needs. Reference to the suspension of donations during COVID-19 public health restrictions was removed. The Board approved the changes at that time and requested that the policy’s language be evaluated again in 2023 with the possibility of strengthening language to make donations the exception rather than the rule.

The Committee requested clarification from Administration regarding the definition of “local authors and creators that offer a perspective on Calgary and region”. The Committee also requested that the last sentence of the policy be revised from, “Materials that are donated...” to “Content that is donated” for consistency with the rest of the policy’s text.

| Task | Responsible | Deadline |
|---|----------------|----------|
| Consult with Collections leadership regarding the definition and criteria for “local authors and creators that offer a perspective on Calgary and region” and report findings to the Committee. | Administration | May 2023 |
| Provide an additional review of this policy at the next scheduled meeting of the Committee. | Administration | May 2023 |

E. General Policy Review

Administration provided an overview of the recommended revisions identified throughout the remainder of the Board Policy book.

Foundation Administration requested an insertion in the **Naming in Recognition of Philanthropic Gifts Policy**:

The Board recognizes that philanthropic gifts can be made in the form of an endowment. Recognition of the endowment will be considered at a level suitable for the annual disbursement of the endowment.

The Committee agreed to recommend this revision to the Board for approval.

The Collections department requested that within the **Collections Policy**, the word “resources” be replaced with “content”. This change was suggested to reinforce that collection development and management work concerns ideas, knowledge, and expression rather than devices.

The Committee agreed to recommend this revision to the Board for approval.

Within the Use of Library Premises Policy, Administration recommended the insertion of specific references to the Library’s *Code of Conduct* and *Political Use of Library Space Policy* as they are of particular significance in the Library’s approach to setting and managing expectations of visitor behaviour as well as addressing safety and security at the Library. Administration also recommended the inclusion of a reference to Intellectual Freedom to align with language already included within the Collection Policy and the Public Access Network Policy to ensure this principle is applied consistently to Library spaces in addition to its collections, programming, and access to information.

The Committee agreed to recommend this revision to the Board for approval.

MOVED by Sandy Gill that the Calgary Public Library Board Policy revisions be recommended to the Calgary Public Library Board for approval.

Carried unanimously

F. Intellectual Freedom Policy Considerations

Heather Robertson addressed the Committee on the topic of introducing an Intellectual Freedom Policy to the Board Policy book. Intellectual freedom is foundational to the work of the Library and of all public libraries. The Library currently has a commitment statement to this principle on calgarylibrary.ca, references this principle in other policies and public statements, and has advocated for this principle since its establishment in 1912.

In recent years, there has been an erosion of the public’s understanding of this principle and this has generated misunderstanding and pushback. Administration recommends the adoption of a specific policy on this topic in alignment with other major library systems across North America that have already published policies affirming their commitment to and clarifying their role within the principles of intellectual freedom.

The Committee directed Administration to begin work iterating on how best to provide additional professional development to the Board on this topic in support of the policy development process.

| Task | Responsible | Deadline |
|---|----------------|----------|
| Work with an external vendor to provide a professional learning opportunity to the Board in support of Intellectual Freedom policy development. | Administration | May 2023 |

MOVED by Sandy Gill that the Governance Committee direct Library Administration to begin work in support of the development of an Intellectual Freedom Policy to be included in the Calgary Public Library Board Policy book.

Carried unanimously

G. Public Presentation at Board Meetings Policy Proposal

Heather Robertson presented a draft Public Presentation at Board Meetings Policy for the Committee’s consideration. Robertson advised that processes related to this matter have been in place for an extended period, but that with increasing interest in engaging with the Board, Administration has identified a need to further formalize and increase visibility of the process through policy. The draft of the proposed policy was reviewed by legal counsel for adherence to the *Alberta Libraries Act of Alberta* and the *Alberta Libraries Regulation*.

The Committee requested clarification on whether presentations must be permitted to proceed in person or if requests may be delivered in writing instead; whether the Library will be able to accommodate different language abilities and other accessibility barriers; whether the adoption of this policy may be debated by the Board in camera rather than in a public meeting; and what procedures City Council undertakes to ensure the safety and security of its members during public meetings.

| Task | Responsible | Deadline |
|---|----------------|----------|
| Research and report back to the Committee regarding the questions posed during this discussion. | Administration | May 2023 |

Al-Karim Khimji left the meeting at 7:05 pm.

MOVED by Sandy Gill that the Public Presentation at Board Meetings Policy be recommended for in camera discussion at the next regular meeting of the Calgary Public Library Board if permissible under the *Alberta Libraries Act*.

Carried unanimously

7. Workplan Review

The Committee noted that the 2021 Self Evaluation Questionnaire action items were deferred to May 2023.

8. Other Business

None.

9. In Camera

Sandy Gill invited the Committee to move in camera to discuss: the CEO 360 evaluation; Library safety and security; and a matter of equity, diversity, inclusion, and belonging.

MOVED by Sandy Gill that the Governance Committee move in camera at 7:12 pm.

Carried unanimously

MOVED by Sheeba Vijayan that the Governance Committee rise and report.

Carried unanimously

MOVED by Sheeba Vijayan that the Governance Committee refer the matter of equity, diversity, inclusion, and belonging at Calgary Public Library to the Strategy and Community Committee for further discussion as supported by the results of the 2022 Calgary Public Library Staff Survey facilitated by KPMG.

Carried unanimously

10. Adjournment

MOVED by Sheeba Vijayan that the meeting be adjourned at 7:35 pm.

Transcribed by Amanda Robertson

Andrew Rodych
Committee Chair

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, May 9, 2023
5:30 pm

In Attendance:

Board

Andrew Rodych (Chair)
Haritha Devulapally
Al-Karim Khimji
Crystal Manyfingers

Administration

Heather Robertson, *Director, Service Design and Innovation*
Alexis Apps, *Senior Executive Assistant*
Manjula Nanjappa, *Director, Technology*
Amanda Robertson, *Executive Assistant*

Regrets

Sheeba Vijayan

Guests

Doug Durant, *Security Advisor*

1. Treaty 7 Opening

Haritha Devulapally respectfully opened the meeting with a Treaty 7 land acknowledgement.

2. Review of Agenda

Andrew Rodych noted that of the two Committee members present, neither were present for the April 4, 2023 meeting. The Committee agreed to defer Approval of Minutes to later in the meeting to allow time for the arrival of someone able to make the motion to approve the minutes.

MOVED by Haritha Devulapally that the May 9, 2023 agenda be approved by the Governance Committee subject to conforming revisions.

Carried unanimously

3. Business Arising

A. Intellectual Freedom Guest Speaker

Amanda Robertson advised the Committee that Administration has made contact with James Turk, the Director of the Centre for Free Expression & Distinguished Visiting Scholar at Toronto Metropolitan University. When Administration meets with Turk on behalf of the Board in May, it will be to discuss areas of specific interest as well as timelines for his presentation to the Board.

Sarah Meilleur advised that he made a presentation at the recent Canadian Urban Libraries Council conference and will be able to instruct the Board on the guiding principles of intellectual freedom for institutions. He will be able to speak to relevant legislation, such as the Charter of Rights and Freedoms, as well as professional organizations that define the role libraries play in intellectual freedom, such as the Canadian Federation of Library Associations.

Administration advised that a meeting with Turk will likely take place around the time of the June Governance Committee meeting and suggested a shorter, high-level presentation at this time with the possibility of another engagement after new Board members are onboarded in October. The Board will be welcome to consider whether they wish for a more in-depth session with Turk during a future Board Retreat.

Crystal Manyfingers joined the meeting at 5:48 pm.

4. Board Relations

A. Orientation Update

Amanda Robertson advised that the 2023 orientation schedule has concluded for the year. Andrew Rodych advised that he had received positive feedback on the orientation process from the newest Board member, Dana Saric.

The Committee was asked to consider other feedback they may have regarding the orientation process to help ensure it is ready to be scaled up for two to five new Board members next year.

Crystal Manyfingers asked for clarification regarding the current process for sharing key documents and orientation topics. The Committee directed Administration to share that information with Manyfingers after the meeting.

| Task | Responsible | Deadline |
|--|----------------|----------|
| Circulate current onboarding templates to Crystal Manyfingers for information. | Administration | May 2023 |

Al-Karim Khimji joined the meeting at 5:57 pm.

5. Approval of Minutes

MOVED by Al-Karim Khimji that the minutes of the April 4, 2023 Governance Committee meeting be approved as presented.

Carried unanimously

Al-Karim Khimji left the meeting at 6:03 pm.

6. Board Recruitment

A. Recruitment Update

Haritha Devulapally advised that she and Evan Legate are co-chairing the ad hoc Board Recruitment Committee. There will be at least two vacancies to fill with a possible two additional vacancies due to two candidates potentially declining to stand for re-appointment and potentially one Councillor Member being replaced with a Public Member going forward.

The Recruitment Committee has established contact with the search firm and has shared the skills and attributes they are seeking with the recruiter. Devulapally has also made contact with a representative of the Calgary Public Library Foundation Board, who wishes to more closely align their board member recruitment practices with the ones undertaken by the Calgary Public Library Board each year.

7. Board Self-Evaluation

A. Survey Question Review

The Committee reviewed the questions that were completed by the Board in 2021 and 2022. To understand trends in Board self-evaluation sentiment, the Committee agreed to retain the same questions with the potential addition of new questions reflecting Reconciliation as well as Equity, Diversity, Inclusion, and Belonging.

Andrew Rodych volunteered to draft additional questions on those new themes to be inserted into the questionnaire. Rodych will circulate the questions to the Committee, review them at the June Governance Committee meeting, then finalize the questionnaire in June or September before it is circulated to the Board in October.

| Task | Responsible | Deadline |
|---|-----------------------------------|-----------|
| Draft new questions on the themes of Reconciliation as well as Equity, Diversity, Inclusion, and Belonging. | Andrew Rodych, Committee Chair | June 2023 |
| Add a review of the questionnaire to the June workplan. | Administration | June 2023 |

8. Bylaws, Policies and Processes

A. Equity and Belonging Policy: Visual Aid

This policy was last discussed at the April 4, 2023 meeting of the Governance Committee, however the initiative had been made at the suggestion of Crystal Manyfingers based on one of her fields of expertise, so the Committee addressed the topic again at the May 9, 2023 meeting to advise Manyfingers and other members about the previous discussion.

Administration had spoken with the Library's Indigenous Services team about the suggestion to incorporate a visual aid to bring together the pieces of the Equity and Belonging Policy through an Indigenous lens. Indigenous Services was supportive of this request and recommended that the Committee send representatives as well as Heather Robertson and Sarah Meilleur to meet with an Elder from the Library's Elders Guidance Circle to seek guidance on how best to approach the development of the visual aid. The development of this tool would be the work of the Committee and Administration with the guidance of an Elder to ensure it is done in the right way and in a manner that reflects Indigenous ways of knowing.

Manyfingers volunteered to participate in the process along with Sheeba Vijayan, who had volunteered at the April meeting.

The Committee directed Administration to set up a meeting with the Elder, Committee representatives, and Administration representatives in the near future to begin this work. The Committee and Administration noted that this process may take time and will not be rushed at the expense of proper consultation.

| Task | Responsible | Deadline |
|--|----------------|-----------|
| Set up a meeting with an Elder, Committee representatives, and Administration representatives to begin the consultation process. | Administration | June 2023 |

B. Policy Review Follow-Up

Donations: Materials Policy

The Committee had reviewed significant proposed revisions to the Donations: Materials policy at the April 4, 2023 meeting and had requested that Administration provide clarification regarding the types of local materials that would be accepted as donations.

Heather Robertson reviewed the re-wording of the policy, which now emphasizes the relevance of content to the Calgary Story’s local history collection rather than the local origin of the content.

MOVED by Haritha Devulapally that the revised Donations: Materials Policy be recommended to the Calgary Public Library Board for approval.

Carried unanimously

Public Attendance and Presentation at Board Meetings Policy Proposal

At the April 4, 2023 meeting, the Committee had reviewed a proposed Public Attendance and Presentation at Board Meetings Policy and directed Administration to address several questions at the May meeting.

Heather Robertson reviewed Administration’s responses to the Committee’s questions as they related to the new draft policy, which incorporated feedback from legal counsel and other research sources.

Robertson also advised that Security Advisor Doug Durant would share related operational guidelines with the Committee during an in camera session at the end of the meeting.

MOVED by Andrew Rodych that the Public Presentation at Board Meetings Policy be recommended to the Calgary Public Library Board for approval.

Carried unanimously

9. Workplan Review

The Committee directed Administration to add an additional Self-Evaluation Survey review (Item 25) to June so the list may be approved in either June or September.

| Task | Responsible | Deadline |
|------|-------------|----------|
|------|-------------|----------|

10. Other Business

None.

11. In Camera

MOVED by Andrew Rodych that the Governance Committee move in camera at 6:55 pm.

Carried unanimously

The Committee invited Sarah Meilleur and Heather Robertson to move in camera and Security Advisor Doug Durant to join the meeting to present in camera.

MOVED by Crystal Manyfingers that the Governance Committee rise without reporting.

Carried unanimously

12. Adjournment

MOVED by Haritha Devulapally that the meeting be adjourned at 7:17 pm.

Transcribed by Amanda Robertson

Andrew Rodych
Committee Chair

**Calgary Public Library Board
Team Charter
May 24, 2023**

As a Library Board, appointed by the citizens of Calgary, through their City Council representatives for the purpose of governance and oversight of the Calgary Public Library, we commit to the following:

- Determining strategic direction of the organization, including the development of mission, vision and values statements.
- Ensuring that leadership determination of goals and objectives align with the strategic direction of the organization, including regular and ongoing evaluation of performance measures against strategy.
- Committing to the review and passing of the annual budget, and quarterly (or more frequently as determined by the Board) review of performance against budget.
- Developing and reviewing governance policies that provide direction to the Board and the CEO.
- Overseeing the work of the CEO and ensuring that regular evaluation of performance against goals set by the Board and CEO occurs.
- Representing the Library to the community and the community to the Library.

Further, because our work depends on cooperation and teamwork, we will:

- Strive to communicate directly, openly and honestly at all times and in all situations.
- Communicate concerns about other Board members actions (or lack thereof) to the Board member directly, and in the presence of the Board Chair and/or Vice-Chair.
- Strive to attend Board and committee meetings on an ongoing basis.
- Ensure that we speak to Board decisions as one voice, and do not represent our own views as Board views.
- Support the Board-elected chair, as requested.

As our Board functions as a team and has responsibilities to each other, the following expectations are shared:

- Each Board member will sit on at least two Committees during the Board year.
- Each Board member will sit on at least one ad hoc committee / project group during the Board year.
- Each Board member will attend 3-5 Library events (non-Board related) during the Board year.
- During a three-year term, a Board member will serve as a Committee Chair at least once.
- During a three-year term, a Board member will serve as a Board Mentor/Board Buddy at least once.
- During a three-year term, each Board member will look to recruit and share names of potential future Board members with the recruitment committee.

It is recognized the above expectations are a target for each Board member, and circumstances may not permit that each Board member can always meet the minimum expectation; however, these are shared as a goal for each of us to strive to for the good of the overall Library Board.

Donations: Materials

~~Calgary Public Library does not accept donations of books and other materials.~~ The Library may accept donations of ~~books, content, CDs, and DVDs~~ by ~~local~~ authors and creators ~~and other materials~~ that offer a perspective on Calgary and region for the Calgary's Story local history collection if it is cost-effective to do so. ~~Donationsed materials~~ would be reviewed and may be added to the Library's collections in accordance with the Collections policy, the Calgary's Story Collection Administrative Policy and Calgary's Story Collection Guidelines. ~~Materials Content that areis donated or gifted are is~~ subject to the same criteria for withdrawal that are applied to purchased materials.

| | |
|------------------|--|
| Category | Donations and Related Matters |
| Statutory | Yes |
| Approval History | <u>2023</u> , 2022, 2020, 2015. |
| Approval | <u>Sandy Gill</u> <u>Andrew Rodych</u> |

Naming in Recognition of Philanthropic Gifts

Recognizing that the long-term resourcing of the Library through philanthropy is vital to the services it provides to Calgarians, the Board supports the practice of recognizing philanthropic gifts through the naming of the entirety of a Library facility, parts of a Library facility, or other tangible assets, where such relationships are mutually beneficial and are consistent with this policy.

Philanthropic gifts are transfers of property (including money) from donors for the public good without valuable consideration. The Calgary Public Library Foundation will pursue such arrangements on behalf of the Library.

In judging the suitability of recognition through the naming of a philanthropic gift, the following will be considered:

- the significance of the proposed gift in relation to the project
- alignment with the Library's vision, mission, and values
- the reputation and integrity of the donor and of the person(s) in whose honour naming is proposed
- the history of the donor's support of libraries and Library priorities

The naming of the entirety of a Library facility, parts of a Library facility, or other tangible assets will be in place for a specified number of years.

The naming of the entirety of a Library facility requires Board approval.

When associated with a gift of less than \$1 million, the naming of parts of a Library facility or other tangible assets requires the approval of the Library's Chief Executive Officer. When associated with a gift of \$1 million or more, the naming of parts of a Library facility or other tangible assets requires the approval of the Board.

The Board recognizes that philanthropic gifts are often made in several installments, a situation of benefit to the Library, the Foundation, and the donor. Recognition through naming will not commence until a significant installment of the gift associated with the naming has been received.

The Board recognizes that philanthropic gifts are often made as bequests. Recognition through naming will not commence until the bequest is realized, except in extraordinary circumstances and with Board approval.

The Board recognizes that philanthropic gifts can be made in the form of an endowment. Recognition of the endowment will be considered at a level suitable for the annual disbursement of the endowment.

The Board reserves the right to revoke a naming decision if it constitutes a significant and continuing impairment to the Library's reputation or if the agreed-upon philanthropic contributions are significantly reduced.

When the Board has approved or revoked the naming of the entirety of a Library facility, it will provide relevant information to The City of Calgary.

The Library will not relinquish to a donor or person honoured through naming any aspect of the Library's right to manage and control any of its assets, facilities, programs, services, staff, or volunteers.

Any naming rights agreement will include clauses to reflect the relevant terms in this policy.

| | |
|------------------|-------------------------------|
| Category | Donations and Related Matters |
| Statutory | No |
| Approval History | 2020. 2019. |
| Approval | Avnish Mehta |

Collections Policy

As a vital community connection to the world of information and ideas, the Library provides the widest possible access to knowledge, thought, and creativity for information, learning, inspiration, and enjoyment. To accomplish this, the Library provides a broad range of print and digital resources for users of every age and ability.

Through its collections, the Library encourages reading, helps develop literacy skills, and fosters life-long learning. The collections support formal and informal education and inform, entertain, enhance, and enrich individual lives. The collections:

- support informational and recreational reading, viewing, listening, and engagement
- stimulate the imagination and empower creativity
- increase an individual's ability to succeed and participate actively in the community

The Library's collection development strategies are aligned with the values set out in the Library's Strategic Plan and with the goal of ensuring that the breadth and depth of the Library's collections are both reflective and inclusive of the diversity within our communities. To ensure that content is discoverable, accessible, and responsive to different needs, the Library continually seeks new ways of making resources available, by evaluating and implementing emerging formats, technologies, and curation strategies.

As part of this work, the Library works with relevant agencies to provide content in alternative formats to individuals with special needs, such as print or perceptual disabilities. In particular, the Centre for Equitable Library Access (CELA) was established in 2014 with the goal of supporting and assisting public libraries in delivering accessible library materials to Canadians. The partnership with CELA enables the Library to provide a broad selection of books, media, and digital resources to users with print disabilities in the formats of their choice.

In considering ~~resources~~ content for inclusion in the collection, Library staff exercise their professional judgment, using criteria such as currency, accuracy, availability, imaginative quality, appeal, and the unique contribution that each ~~each~~ resource makes to the overall collection. The whole of a work or a resource rather than a part is always considered when making a selection decision.

Commented [HR1]: replace resources with content to confirm that this is not concerning monitors or other devices.

Other criteria include:

- the expressed and anticipated needs and interests of Calgary's diverse community
- recommendations made by critics, reviewers, and other authorities
- the suitability of the subject, style, presentation, and reading level to the intended audience
- representation of Canadian and local perspectives
- representation of important movements, genres, or trends
- insight into the human condition and social realities
- artistic presentation and experimentation
- budget priorities

- space priorities
- the suitability of the form for library use
- availability
- copyright and rights management

Requests by individual patrons for the inclusion of ~~particular resources~~ **content will can** be considered by the Library through the application of the criteria in this policy. The whole of a work, rather than a part, is always considered when making a selection decision.

Commented [HR2]: Again replaces resources with content to confirm that this concerns ideas, knowledge and expression, not devices.

Ultimate responsibility for the policy that determines and guides selection and access of materials rests with the Board. The task of selection is delegated to the Chief Executive Officer who directs this activity to qualified and knowledgeable staff.

The Board recognizes that this policy is carried out in compliance and with due regard for all applicable legislation.

Intellectual Freedom

While Library staff may assist patrons, the ultimate right and responsibility for the choice and use of Library Materials rests with the individual.

The Library endorses the Canadian Federation of Library Associations' *Statement on Intellectual Freedom*, and the International Federation of Library Associations and Institutions' *Statement on Libraries and Intellectual Freedom*.

The availability of content within the Library's collections does not indicate endorsement by the Library. The Library recognizes that some resources selected for its collections may be regarded as controversial, unconventional, or unpopular.

Parental Responsibility

Responsibility for children's or teens' choice and use of resources rests with their parent(s) or legal guardian(s). Selection for the adult collection is not restricted by the possibility that children or teens may access resources their parent(s) or legal guardian(s) may consider inappropriate. The Library believes in the freedom of the individual, and the right and obligation of parent(s) or legal guardian(s) to guide, develop, interpret, and maintain their own code of values in their family. The Library will not limit individuals' access to content included in its collections.

Collection Maintenance

To maintain collections that support community interests and demands, Library staff carry out an ongoing program of collections maintenance to ensure that content is current, relevant, and that physical collections are in good condition.

Resource Sharing and Interlibrary Loans

The Library participates in resource sharing initiatives and Interlibrary Loans to ensure members have the greatest possible access to resources of interest to them. The Library follows the principles and guidelines outlined in *Resource Sharing Operational Policy for Public Libraries*, Alberta Municipal Affairs, December 2012, updated October 2015.

Reconsideration of Library Resources

Requests for reconsideration of materials may be made in writing to the Request for Reconsideration Committee. All such requests will be reviewed in light of the Collections policy and a written response to the request will be provided to the originator of the request. A member may appeal the decision to the CEO.

| | |
|------------------|-------------------|
| Category | Library Materials |
| Statutory | Yes |
| Approval History | 2022. 2020. 2015. |
| Approval | Sandy Gill |

Use of Library Premises

Hours of Opening

The Board authorizes the Chief Executive Officer to establish Hours of Opening for all Library Premises.

Access

Every member of the public shall have access during the Hours of Opening to those public areas normally used for Library purposes or designated for Library purposes. The Library may also grant after hours access for public and private bookings under the conditions set out in the *Calgary Public Library Room Use Guidelines*.

Conduct

All persons using Library Premises shall conduct themselves so as not to disturb other patrons or cause damage to Library property as per the Library's Code of Conduct and Political Use of Library Space Policy.

Intellectual Freedom

The Library endorses the Canadian Federation of Library Associations' Position Statement on Intellectual Freedom, the City's resolution on Freedom to Read Week, and the International Federation of Library Associations and Institutions' Statement on Libraries and Intellectual Freedom. Libraries have a core responsibility to safeguard and foster free expression and the right to safe and welcoming places and conditions. To this end, libraries make available their public spaces and services to individuals and groups without discrimination.

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Food and Beverages

Consumption of food and non-alcoholic beverages only will be permitted in designated areas of Library Premises, provided such activity does not interfere with the use and enjoyment of Library Premises by other patrons or result in any damage to Library Materials, furnishings, or equipment.

Patrons who consume food and beverages on Library Premises may be held liable and accountable for any damage, repair, or additional expense that may be incurred because of this activity.

Program Rooms and Other Library Spaces

Program rooms and any areas of Library Premises not used for Library purposes may be reserved for use by groups under the conditions set out in the *Calgary Public Library Room Use Guidelines*.

| | |
|------------------|---------------------------------|
| Category | Library Premises Use and Safety |
| Statutory | Yes |
| Approval History | 2022. 2020. 2015. |
| Approval | Sandy Gill |

CALGARY PUBLIC LIBRARY

Board Governance

Bylaw

Passed:

May 27, 2015

Updated:

September 2017

June 2017

May 2020

March 2021



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BOARD GOVERNANCE BYLAW

ARTICLE 1. PREAMBLE

1.1 ESTABLISHMENT OF THE BOARD

The Board has been established by the City pursuant to the Act, and is a corporation pursuant to the Act.

1.2 AUTHORITY AND MANDATE OF THE BOARD

The Board, subject to any enactment that limits its authority, has full management and control of the Library and is required by the Act and the Regulations to organize, promote and maintain comprehensive and efficient library services in the City and may co-operate with other boards and libraries in the provision of those services.

1.3 THE BYLAW

The following articles set forth the governance bylaw of the Board.

ARTICLE 2. INTERPRETATION

2.1 DEFINITIONS

In this Bylaw:

- (a) “**Act**” means the *Libraries Act* (Alberta), being Chapter L-11 of the Revised Statutes of Alberta 2000, as amended from time to time, or any statute substituted for it.
- (b) “**Administrative Policy**” means each policy established by the Chief Executive Officer from time to time and designated as an administrative policy of the Library.
- (c) “**Board**” means the board which governs the Library pursuant to the Act.
- (d) “**Board Chair**” means the person from time to time elected or deemed elected as chair of the Board, and includes the Vice-Chair or a temporary chair when acting in substitution for the Board Chair.
- (e) “**Board Committees**” means those standing committees and ad hoc committees of the Board created by the Board from time to time.
- (f) “**Board Member**” means each person appointed to the Board by the City from time to time.
- (g) “**Board Policy**” means each policy approved by the Board.
- (h) “**Bylaw**” means this Bylaw, as amended from time to time.
- (i) “**Chief Executive Office**” means that location which the Board designates from time to time as the location for its most senior executive office functions.
- (j) “**Chief Executive Officer**” means the person appointed by the Board from time to time as the chief executive officer of the Library.
- (k) “**City**” means The City of Calgary.

- (l) **"City Bylaw"** means Bylaw 38M2006 enacted by City Council, as amended from time to time, and any bylaw substituted for it.
- (m) **"City Council"** means the council for the City pursuant to the *Municipal Government Act* (Alberta).
- (n) **"FOIPP"** means the *Freedom of Information and Protection of Privacy Act* (Alberta).
- (o) **"Library"** means the municipal library board established by the City Bylaw.
- (p) **"Organizational Meeting"** has the meaning given to it in section 4.1.
- (q) **"Regular Meeting"** means a Board meeting, the date of which was set at an Organizational Meeting.
- (r) **"Regulations"** means the Libraries Regulation, being Alta Reg 141/1998, as amended from time to time, or any regulation substituted for it, and any additional regulations made pursuant to the Act.
- (s) **"Rules of Order"** means the rules of procedure set out in the most recent edition of Robert's Rules of Order in existence at the time of the meeting in question.
- (t) **"Special Meeting"** means a special meeting of the Board pursuant to section 4.8.
- (u) **"Vice-Chair"** means the person from time to time appointed or elected as vice-chair of the Board.

2.2 INTERPRETATION

- (a) The headings to articles, sections and subsections of this Bylaw are for ease of reference only, but are deemed to not form part of this Bylaw and must not be used to interpret any part of this Bylaw.
- (b) A reference to "this Bylaw" is a reference to the entire Bylaw and not only one particular article or section, a reference to an "article" is a reference to the contents of only that article of this Bylaw, a reference to "section" is a reference to the contents of only that section, and a reference to "subsection" is a reference to the contents of only that subsection of that section.
- (c) A reference to "hereto", "hereof", "herein", "hereby", "hereunder" and similar expressions refers to this Bylaw only.
- (d) Where the context requires, a reference to one gender means the other or neuter gender; a reference to a single number means the plural, and vice-versa; and words importing a person include an individual, partnership, association, body corporate, trustee, executor, administrator, and legal representative.
- (e) Any communication required or permitted pursuant to this Bylaw can be delivered by physical means (including personal, courier or mail delivery), or electronically transmitted (including transmission by facsimile telecopier, electronic mail or other electronic means capable of storing and reproducing a fixed copy of the transmission) to any facsimile telecopier, electronic mail or other electronic address designated by the intended recipient as an electronic notice address.
- (f) Save as set out above, words and expressions defined in the Act and the Regulations have the same meanings when used in this Bylaw.

ARTICLE 3. BOARD STRUCTURE

3.1 APPOINTMENT TO BOARD

Pursuant to the Act and the City Bylaw, Board Members are appointed by City Council.

3.2 BOARD CHAIR

- (a) The election of the Board Chair shall take place annually at the Organizational Meeting. Any Board Member may nominate any Board Member as a candidate for Board Chair. If only one person is nominated, that person is deemed elected as the Board Chair. If more than one candidate is nominated, there shall be a secret ballot. The Board Chair shall be elected by a majority vote from among the Board Members present at the Organizational Meeting. If there is a tie vote, there shall be repeated rounds of secret ballots until one candidate receives a majority vote.
- (b) The Board Chair shall be elected for a term of one year.
- (c) The person elected or deemed elected as the Board Chair may be removed only by a majority vote of the Board.
- (d) If the position of Board Chair becomes vacant, the Board shall elect a new Board Chair using the procedures described above.
- (e) The Board Chair is entitled to vote on all matters before the Board, shall have the same rights and be subject to the same restrictions as to participation and debate as other Board Members, but shall not have a casting vote in the case of a tie.
- (f) The Board Chair shall be ~~an ex officio~~ a member of all Board Committees, and when in attendance at any meeting of a Board Committee, shall possess all the rights, privileges, powers and duties of other members of that Board Committee.

Commented [AR1]: Grammar

3.3 VICE-CHAIR

- (a) At each Organizational Meeting, the Board shall elect a Vice-Chair, in the same manner as it elects the Board Chair.
- (b) The person elected or deemed elected as the Vice-Chair may be removed only by a majority vote of the Board.
- (c) If the position of Vice-Chair becomes vacant, the Board shall elect a new Vice-Chair using the procedures described above.
- (d) When the Board Chair is not present at a Board Meeting or is otherwise unable to carry out all or any of the designated duties, the Vice-Chair shall preside in place of the Board Chair.

3.4 TEMPORARY CHAIR

In the absence of both the Chair and the Vice-Chair from a Board meeting, the Board Members attending the meeting may elect a temporary chair to preside over the meeting in question, using the election procedure set out above for the Board Chair.

3.5 CHIEF EXECUTIVE OFFICER

The Chief Executive Officer or ~~his~~ ~~their~~ designate shall attend all meetings of the Board, may participate in debate at the discretion of the Board Chair, but is not a Board Member and is not entitled to vote.

Commented [AR2]: Inclusive language

ARTICLE 4. MEETINGS**4.1 ORGANIZATIONAL MEETINGS**

- (a) Following each annual announcement by City Council of its appointments of persons as Board Members, the Chief Executive Officer shall call an organizational meeting of the

Board (each, an “**Organizational Meeting**”). The Chief Executive Officer shall fix the time and location for the Organizational Meeting.

- (b) The business of each Organizational Meeting shall be:
 - (i) Introduction of new Board Members;
 - (ii) Election of Board Chair;
 - (iii) Election of Vice-Chair;
 - (iv) Appointment of Board Members to Board Committees;
 - (v) Appointment of a representative to the Alberta Library Trustees Association;
 - (vi) Appointment of representative(s) to the Calgary Public Library Foundation Board;
 - (vii) setting the meeting schedule for Regular Meetings for the coming year; and
 - (viii) such other business as may be required by the Act, the Regulations and the City Bylaw.
- (c) In addition, the business of each Organizational Meeting may include the election of chairs for Board Committees. All Board members in attendance may vote in these elections.
- (d) The Chief Executive Officer shall act as chair of the meeting, call the meeting to order and preside over the meeting until the election of the Board Chair.

4.2 LOCATION OF BOARD MEETINGS

All Board Meetings shall be held in person at a Calgary Public Library location, through electronic communication means, or a combination of the two. The Chief Executive Officer shall ensure that appropriate notice of physical meeting venues and/or virtual meeting forums is available publicly.

4.3 CALLING OF MEETINGS

- (a) No notice of meeting need be given for any Board meeting taking place on a regularly scheduled date set by the Board at its most recent Organizational Meeting.
- (b) The Board Chair shall cause an agenda to issue for each Board meeting, along with such additional materials as the Board Chair considers appropriate.
- (c) The Board Chair shall call such meetings of the Board as are necessary to comply with the Act and the Regulations.

4.4 ATTENDANCE

- (a) A Board Member may participate in a meeting of the Board or of a Committee of the Board in any of the following fashions:
 - (i) by physical attendance at the location of the Board meeting;
 - (ii) by remote attendance as outlined in subsection 4.4 (b)
- (b) While physical attendance at meetings of the Board and Committees is the most desirable, members may be deemed “present” at a meeting and contribute to its quorum through electronic communication means from a remote location with listening, speaking, and voting capabilities.
- (c) The Library will ensure that the appropriate technology is available at the meeting to assist in remote attendance.
- (d) When a meeting is being held in person and by electronic communications means simultaneously, members wishing to attend remotely shall advise the Chair at least 24 hours before the start of the meeting.

4.5 QUORUM

- (a) Quorum for Board meetings is one half of the Board Members plus one.
- (b) If at any meeting the number of Board Members is reduced to less than the number required for a quorum, the meeting shall adjourn automatically upon the meeting losing quorum.
- (c) For the purposes of a quorum, a Board Member is deemed to be absent for a vote and shall not be included for the purposes of a quorum if the *Municipal Government Act* (Alberta) or any other applicable legislation requires the Board Member to abstain from voting.
- (d) Any unfinished business remaining at the time of the adjournment due to the loss of the quorum shall be considered at the next Regular Meeting or at a Special Meeting called for that purpose.
- (e) If there is a quorum present at the time the meeting should be called to order and if the Chair and the Vice-Chair are absent, the Chief Executive Officer shall call the meeting to order and shall call for a temporary chair to be chosen by a resolution of the meeting.
- (f) If there are not sufficient Board Members assembled at any meeting to constitute a quorum within one-half an hour from the time set for the commencement of the meeting, the Chief Executive Officer shall record the names of all the Members present at that time and the Board shall be deemed to be adjourned until the next Regular Meeting, unless a Special Meeting is called in the meantime.
- (g) When the Board is unable to meet for want of a quorum, the agenda delivered for that meeting shall be considered at the next Regular Meeting prior to the consideration of the Agenda for the subsequent meeting or it shall be the Agenda for a Special Meeting called for that purpose.

4.6 VOTES TO GOVERN

At all meetings of the Board every question shall be decided by a majority of the votes cast on the question. At all meetings of the Board every question shall be decided by show of hands unless a poll on the question is required by the Board Chair or requested by any Board Member. A declaration by the Board Chair that a resolution has been carried and an entry to that effect in the minutes is conclusive evidence of such fact without proof of the number or portion of votes in favour of or against the resolution.

4.7 CONDUCT OF MEETINGS

The Board Chair shall conduct each Board meeting in accordance with:

- (a) the Rules of Order; and
- (b) Board Policies governing the conduct of Board meetings, which policies shall to the extent of any inconsistency or conflict, take precedence over the rules described in subsection 4.7(a).

4.8 SPECIAL MEETINGS

- (a) The Board Chair may call a Special Meeting whenever the Board Chair considers it appropriate to do so.
- (b) The Board Chair shall call a Special Meeting if the Board Chair receives a written request for a meeting, stating its purpose, from a majority of the Board Members. The Board Chair

shall call such a Special Meeting within 14 days of the date the Board Chair receives the request.

- (c) The Board Chair shall cause notice of the Special Meeting to be given to the public, by such reasonable means as the Board Chair determines from time to time.
- (d) Board Members must be given at least 24 hours' notice in writing of a Special Meeting, stating the purpose of the meeting and the date, time and place at which it will be held.
- (e) A Special Meeting may be held with less than 24 hours' notice to Board Members if a least two-thirds of the Board agrees to this in writing before the beginning of the meeting.
- (f) No matter other than that stated in the notice calling the Special Meeting may be transacted at the meeting unless all Board Members are present at the meeting and unanimously agree to deal with the matter in question.
- (g) No inadvertent error or omission in terms of public notice shall render invalid the proceedings of any such special meeting.

4.9 PUBLIC ATTENDANCE AT MEETINGS

- (a) Everyone has a right to be present at Board meetings conducted in public unless the Board Chair expels a person for improper conduct.
- (b) Each member of the public attending a Board meeting shall conduct ~~himself or herself~~themselves in accordance with all applicable Board Policies regarding their attendance and conduct at Board meetings, failing which the Board Chair may expel such person for improper conduct.
- (c) Subject to FOIPP, the Board may hold a meeting in the absence of the public for matters only if the subject matter being considered is:
 - (i) the security of the property of the Library;
 - (ii) personal information of an individual including (1) an employee of the Library, (2) a Board Member, or (3) potential individuals currently under consideration for those posts;
 - (iii) proposed or pending acquisition of property by or for the Library;
 - (iv) labour relations or employee negotiations;
 - (v) a law enforcement matter, litigation or potential litigation, including matters before administrative tribunals affecting the Library; or
 - (vi) the consideration of a request for access to information under FOIPP for the purposes of FOIPP;

and no other subject shall be considered in the absence of the public.

4.10 URGENT MOTIONS

- (a) On occasion it may be necessary for a motion to be put forward to Board members on an urgent basis (each, an "**Urgent Motion**"), where the matter in question cannot await the next Regular Meeting and the Board Chair does not consider it appropriate to call a Special Meeting. In such a circumstance the Board Chair may propose the Urgent Motion by circulating a written communication (the "**Urgent Motion Notice**") to all Board Members for their consideration via electronic means (including, but not limited to, electronic mail, facsimile telecopier transmission, and secure online collaboration site).
- (b) The Urgent Motion Notice must include the following items:
 - (i) Motion title

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- (ii) Date
 - (iii) Full text of Urgent Motion
 - (iv) Deadline for response
- (c) Each Board Member may respond to the Urgent Motion Notice by:
- (i) physical delivery of a written response;
 - (ii) postal mail; or
 - (iii) electronic means;
- to the Board Chair.
- (d) Each responding Board Member shall clearly specify only one of three responses: approval, disapproval, or abstention. No Board Member may propose to amend the Urgent Motion.
- (e) The Board Chair shall communicate the outcome of the Urgent Motion promptly following the deadline. If at least two thirds of the Board Members have responded by the deadline for response stating their approval, then the Urgent Motion is deemed passed and the Board Chair's outcome communication shall include that statement.
- (f) Despite anything to the contrary in this section, no Board bylaw or Board Policy may be changed by way of the procedure set out in this section.

4.11 MINUTES

- (a) The Chief Executive Officer shall cause to be prepared draft minutes of each Board meeting and shall distribute a copy to each Board Member before the next Regular Meeting of the Board.
- (b) At each Regular Meeting of the Board, the Board Chair shall present the draft minutes of Board meetings not already approved, for approval by the Board.
- (c) Any Board Member may make a motion requesting that the Minutes be amended to correct any inaccuracy or omission, but minutes shall not be otherwise amended if the amendment would alter or affect in a material way the actual decision made by the Board.
- (d) Upon approval of any minutes, the Board Chair (or Vice-Chair or temporary chair, as applicable) shall cause such minutes to be placed in record books maintained by the Board for that purpose, and the Board Chair (or Vice-Chair or temporary chair, as applicable) shall sign such books as required by the Act.

ARTICLE 5. COMMITTEES

5.1 STANDING COMMITTEES

- (a) The Board may create standing Board Committees by Board resolution.
- (b) The Board shall appoint Board Members to such Board Committees at each Organizational Meeting. Each standing Board Committee shall consist of at least three Board Members.
- (c) The purpose of each standing Board Committee shall be as specified in the Board resolution creating such committee.
- (d) If Board Committee Chairs were not elected at the Organizational meeting, they shall be selected at the first meeting of each standing Board Committee following the most recent Organizational Meeting. Each committee shall select one of its members to be the chair of the committee and to exercise the role and authority of a meeting chair consistent with

the Rules of Order and any Board Policies regarding the conduct of committee affairs. A committee chair does not have a casting vote in the event of a tie.

- (e) Any Board Member may attend and fully participate in any meeting of any standing Board Committee (including making motions, debating motions and voting).
- (f) Quorum for any meeting of a standing Board Committee is two Board Members.
- (g) The business of standing Board Committees shall be conducted in accordance with this bylaw, the Rules of Order and any Board Policies regarding the conduct of committee affairs, except that:
 - (i) no motion shall be required to be seconded;
 - (ii) there shall be no limit to the number of times a Board Member may speak to a question.
- (h) Each standing Board Committee shall report to the Board and no action of any committee shall be binding on the Library unless:
 - (i) Power to take such action is expressly conferred on the standing Board Committee by the Board; or
 - (ii) The Board has considered and adopted the report of the standing Board Committee.

5.2 AD HOC COMMITTEES

Ad hoc committees may be created from time to time for the investigation, review, and recommendation of action for Board approval for a specific issue or required decision. An ad hoc committee has a specific mandate, a finite life, and is dissolved upon the satisfactory completion of its assigned task. The Board, by resolution, shall determine the membership, mandate and quorum requirements for an ad hoc committee.

5.3 OPPORTUNITIES FOR VOLUNTEERS ON COMMITTEES

From time to time, the Board will benefit from the capacity, perspective and expertise of individuals not on the Board. While the Library has many connections with diverse communities through ~~our~~ targeted programming, services, and a robust volunteer program, on occasion, the Board Committees may need this expertise at the table.

In looking for a volunteer to contribute to Standing and Ad Hoc Committees, the following must be considered:

- (a) The Committee must identify a clear need for community expertise and experience. Ideally, this voice (or voices) would add expertise, diversity and opinion separate from those articulated by the current Committee members.
- (b) Volunteer positions are non-voting, fixed term, and do not make up quorum.
- (c) The recommendation to add volunteer positions(s) to Committees must be approved by the Board.
- (d) If recruitment is required, it will be coordinated by the ~~Manager, Volunteer Resources~~ library staff member responsible for volunteer resources, and opportunities should be advertised, at a minimum, through the Library locations and website.
- (e) Prospective volunteers will be screened and interviewed in accordance with Library practice; they must complete an orientation program as part of participation on a Committee.

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Commented [AR5]: To reduce need for future revision

- (f) Evaluation of the volunteer position, including performance issues, will be addressed by the Committee and/or Board Chair.

When the work of a Standing or Ad Hoc Committee is routinely of a confidential nature, volunteer community members will not be appointed.

ARTICLE 6. POLICIES

6.1 STATUTORY POLICIES

- (a) The Board shall establish, as Board Policies, those policies required by the Act and the Regulations. The Board shall only revise, repeal and replace such Board Policies as is permitted by the Act and the Regulations.
- (b) The Board shall file a report with Minister that contains the Board Policies established pursuant to this section, and when the Board revises any Board Policy established pursuant to this section, the Board shall immediately file with the Minister a report of that revision.

6.2 OTHER BOARD POLICIES

The Board may establish such other Board Policies as it considers appropriate from time to time, and may revise, repeal and replace those Board Policies as it considers appropriate from time to time.

6.3 ADMINISTRATIVE POLICIES

The Board authorizes and may direct the Chief Executive Officer to establish, revise, repeal and replace such Administrative Policies as the Chief Executive Officer considers appropriate from time to time. The Chief Executive Officer shall inform the Board promptly following the establishment, revision, repeal or replacement of each such policy. Each such policy (and each revision, repeal or replacement of it) is subject to review and approval by the Board (in each case with such revisions as the Board in its discretion considers appropriate).

ARTICLE 7. MISCELLANEOUS

7.1 BYLAW REVISION

- (a) All existing bylaws of the Board are hereby repealed and are replaced by this Bylaw.
- (b) This Bylaw may be revised, repealed or replaced only at a Board meeting at which two thirds of the Board Members vote in favour of such revision, repeal or replacement.

7.2 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

- (a) The provisions of FOIPP govern the release of information held by the Library, whether or not the request is initiated for access to information under FOIPP.
- (b) For the purposes of FOIPP, the Chief Executive Officer is designated as the head of the Library. The Chief Executive Officer, as head, may delegate any duty, power or function of the head under FOIPP, except the power to delegate. Any delegation of any duty, power or function by the Chief Executive Officer shall be in writing.
- (c) Records that are in the custody and control of the Library are subject to the provisions of FOIPP. Records shall be managed to ensure confidentiality requirements and FOIPP are met.

- (d) The transfer, storage, or destruction of any record shall be in accordance with the Library document management procedures.
- (e) Any fees being charged for a specific routine or FOIPP request will be in accordance with FOIPP and its regulations. A reasonable estimate of the total fees to be paid under this section will be given prior to the provision of the service. The Chief Executive Officer, as designated head, may waive all or part of these fees in specific instances.

7.3 BOARD MEMBER PERFORMANCE AND INDEMNIFICATION

- (a) Every Board Member, in exercising the powers and discharging the Board Member's duties shall:
 - (i) act honestly and in good faith with a view to the best interests of the Library; and
 - (ii) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- (b) The Library shall and does hereby agree to indemnify each Board Member, and each Board Member's heirs and legal representatives, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the Board Member in respect of any civil, criminal or administrative action or proceeding to which the Board Member is made a party by reason of being or having been a Board Member, if
 - (i) the Board Member acted honestly and in good faith with a view to the best interests of the Library; and
 - (ii) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, the Board Member had reasonable grounds for believing that the Board Member's conduct was lawful.

BYLAW PASSED by the Calgary Public Library Board on May 27, 2015.

Calgary Public Library Board Members:

| | |
|-------------------------|-------------------------|
| Janet Hutchinson, Chair | Temina Lalani-Shariff |
| Catherine Angus | Robert Macaulay |
| Councillor Druh Farrell | Avnish Mehta |
| Debra Giles | Shereen Samuels |
| Judy Gray | Councillor Evan Woolley |

| DATE: | RECORD OF UPDATES: |
|--------------------|---|
| 2017 June 28 | Bylaw 5.3 Opportunities for Volunteers on Committees |
| 2017 September 27 | Bylaw 4.4 Attendance |
| 2021 March 30 | Bylaw 5.1 Standing Committees |
| <u>2023 May 24</u> | Bylaw 3.2 Board Chair Bylaw 3.5 Chief Executive Officer Bylaw 4.9 Public Attendance at Meetings Bylaw 5.3 Opportunities for Volunteers on Committees |

Unapproved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Wednesday, April 12, 2023
5:30 pm

In Attendance:

Board

Al-Karim Khimji (Chair)
Evan Legate
Crystal Manyfingers
Dana Saric

Regrets

Sandy Gill
Sheeba Vijayan

Administration

Sarah Meilleur, *CEO*
Mary Kapusta, *Director, Communications and Engagement*
Paul Lane, *Director, Strategy and Planning*
Trevor Myers, *Business Analyst*
Amanda Robertson, *Executive Assistant*
Heather Robertson, *Director, Service Design & Innovation*
Kate Schutz, *Service Design Lead*

1. Meeting Opening

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

2. Review of Agenda

MOVED by Evan Legate that the agenda for April 12, 2023 be approved as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Sheeba Vijayan that the minutes of the February 8, 2023 meeting be approved as presented.

Carried unanimously

4. Business Arising

None.

5. Mini Moment

Sarah Meilleur shared a story about a community member trying to book a quiet room in Central Library to take a call and all publicly bookable space in the Library was already in use by members.

Meilleur remarked that this guest was impressed to see the Library so full of users on a weekday afternoon and this was remarkable after the service disruptions of recent years.

6. Spotlight Report: Teen Engagement Strategy

Kate Schutz presented highlights from the Teen Engagement Strategy report on behalf of Carrie Kitchen, the Service Design Lead responsible for teen engagement initiatives at the Library.

There are over 150,000 teens in Calgary. They comprise 12% of the Calgary population and over one third of Calgary teens are Library cardholders. They use a disproportionately high number of services compared to other age groups, especially Library spaces and technology, such as Chromebooks, computers, and gaming systems.

The Library recognizes that teen years are a crucial period of development as teens develop the social, emotional, and academic skills they need to bridge into their adult lives. Public health restrictions in recent years caused significant disruption in these areas, along with increased barriers to physical and mental wellbeing for teens. These disruptions have disproportionately affected teens who were already considered vulnerable by various metrics. As a result, the Library's work in supporting teens is more important than ever.

In 2022, the Library launched its [Teen Engagement Strategy](#), a document to help teens, caregivers, educators, and community partners understand the key ways in which the Library can support teens in their lives and personal development. The document covers five focus areas: Spaces, Collections, Programs, People, and Research.

Spaces are one of the most crucial services the Library provides to teens. As a safe, neutral “third place” away from home and school, they are not expected to purchase anything to be here and will not be sent away for idly spending time with friends or on their own. They often come to the Library in groups and noise levels are higher at locations and during peak times when teens are expected. Some locations also have dedicated teen spaces, such as the large teens-only space at Central Library and the Teen Tech Labs located at the Seton, Saddletowne, and Crowfoot locations.

Teen collections strategy is targeted towards supporting teens in providing diverse offerings to ensure teens feel represented, develop empathy for others, and can always find the resources they want and need. They come to the Library seeking resources for school and personal interest. Over the past two years, circulation of physical items in the teen collection has been increasing steadily in a reversal of a long-term decline. This reflects opportunities at the Library to continue building on a user-focused perspective for curating teen content, both in reading materials and in digital collections. Teens show high engagement with free online tutoring, exam preparation, coding, and research.

Core teen programs are designed to be social, experiential, and hands-on. Successful programs have included Creative Writing Café, Open Lab, Level Up Gaming Club, and Teens Create. The Library works extensively with partners to gain a deeper understanding of teen areas of interest, including a recent leadership program with the Calgary Board of Education in which students were able to earn high school credit while developing leadership skills and preparing for practicum opportunities with the City of Calgary. This year will also be the second annual LitCon, a week-

long writing and literature festival with four days of online content for schools followed by a full Saturday of conference-style sessions at Central Library. This was a very popular event with teens in 2022 and is expected to do well again in 2023. The Library is also continuing to develop its youth volunteer opportunities. There are currently over 1,300 youth volunteers and all are members of the Teen Think Tank, a virtual advisory group providing feedback through monthly surveys on everything from individual marketing campaigns and prize choices to program design and community building.

The Teen Engagement Strategy targets people and relationships, which are key in engaging teens. The Library introduced a completely re-designed training module for staff called Library Services for Teens, which provided general theory, knowledge, and practical learning to help more than 120 staff members to date learn how best to support teens at the Library. The Library is also continuing its work to foster partnerships with youth-serving agencies, including school boards, Calgary After School, and the City of Calgary. Another key partner has been Planet Youth, a United Way initiative focused on youth mental health. Planet Youth is an approach also known as the Icelandic Prevention Model and emphasizes a long-term, strategic, and collaborative effort from the entire community to engage and empower youth, resulting in reduced substance misuse and improved mental health.

Everything the Library does for the benefit of teens relies on research through a series of avenues: community partners; external studies; and original research such as a project examining the specific contributions of Library spaces in contributing to belonging for newcomer teens. This year, the Library also welcomed students from Mount Royal University who developed a toolkit for Teen Tech Labs and created an impact evaluation framework for the Open Lab program as their capstone projects.

Dana Saric joined the meeting at 6:00 pm.

MOVED by Sheeba Vijayan that the Teen Engagement Strategy Report be accepted for information by the Strategy and Community Committee as presented.

Carried unanimously

7. Q1 2023 Strategic Scorecard Review

Trevor Myers reviewed highlights from the first quarterly strategic scorecard delivered in the new format as approved by the Committee in February 2023: Products are measures under the direct control of Library Administration; Engagement measures show the strength of the Library's relationships with its customers; and Impact measures assess the effect the Library is having on the community as related to the strategic plan.

Content, or the sum total of physical circulation, digital circulation, and virtual learning, was 3% higher in Q1 2023 and 12% higher than Q1 2019, the last pre-pandemic year of measurement. Virtual learning has steadily declined since 2020 until this period, during which it has been measured slightly higher than in the previous period.

Spaces, or the sum total of physical and website visits, was up 12% from Q4 2022. 2022 physical location visitation was approximately 65% of visitation levels measured in 2019. To date in 2023, visitation is approximately 86% of 2019 visitation levels.

Experiences, or the sum total of programs, outreaches, tours, and Library hotline questions, was up 11.4% from Q4 2022. The number fell short of forecasts, due in part to staff capacity. There are a lot of new, untrained staff hired since the beginning of the pandemic who have yet to observe and begin delivering programming. The Library has formed a Program Steering Committee that is currently conducting a systematic review of programming capacity with regard to physical spaces and available staff members to ensure that locations with more capacity than is currently in use can be leveraged accordingly.

Tools, or the sum total of desktop use, laptop use, print jobs, and Wi-Fi use. Wi-fi spiked dramatically in 2022 and this increased use continued into Q1 2023, comprising 47% of the measure. The Technology department is still analyzing this result to understand whether it is capturing connections more accurately or if it is a bug leading to an inflated number.

Under Engagement, the Library Hotline number includes the total number of questions asked via chat, email, and phone. Phone calls comprise approximately 91% of this measure. Hotline calls spiked during the pandemic with the ability to ask questions in person having decreased significantly or completely as public health restrictions were implemented to varying degrees.

Membership remains high with 751,000 active members and nearly 39,000 new members in Q1 2023.

Repeat visitation is up slightly from Q4 2022. This is measured through data captured by a third party provider who anonymously identifies mobile devices in range of Library wifi, even if those users do not access the Wi-Fi directly. As devices return to the Library over a given period, repeat visits are counted to assess engagement. 37% of repeat visitors came to Library locations between two and five times in Q1 2023 while 15% of repeat visitors came to Library locations 26 or more times in the same period.

Impact measures were not reported in Q1 2023 and will next be reported in Q2 2023.

MOVED by Evan Legate that the Q1 2023 Strategic Scorecard Report be received for information by the Strategy and Community Committee as presented.

Carried unanimously

8. Board Retreat Planning

Administration provided an update regarding the April 22, 2023 Board retreat and advised that meeting packages have been distributed and contain a book to be read before the event.

9. Workplan Review

Mary Kapusta proposed an updated spotlight report schedule as follows:

| Topic | Date |
|--|-------------------------|
| Teen Engagement | Wednesday, April 12 |
| Innovation Engine: City as Library | Wednesday, June 14 |
| Intellectual Freedom | Wednesday, September 13 |
| Facility Framework and System Planning | Wednesday, September 13 |
| Outreach Strategy | Wednesday, October 11 |
| Truth and Reconciliation | Wednesday, October 11 |

The Committee directed Administration to update the Workplan according to the new spotlight report schedule as presented.

10. Other Business

At the request of the Committee, Mary Kapusta provided an update regarding recent protests directed towards Reading with Royalty, a Library program presented in partnership with Calgary Pride. This storytime program is a popular, family-friendly event that celebrates inclusion and imagination through stories and songs. Reading with Royalty has recently been the target of protests that have required enhanced security procedures to ensure a safe environment for staff and patrons.

Library staff have been continuing to share support and takeaways while cross training with peers as the program moves throughout the system. Free counselling supports are available to all employees and have been emphasized to staff impacted by these disruptions, including those experiencing abusive interactions through the Library hotline or social media channels.

Public relations management of this matter has continued with the support of an external service provider as per the Library's regular procedures. Because there have been many requests from the media to film the program, Library staff have produced footage that did not share the faces of any program participants. This is available upon request. The Library remains committed to this program and to the partnership with Calgary Pride.

11. Adjournment

MOVED by Crystal Manyfingers that the meeting be adjourned at 7:13 pm.

Transcribed by Amanda Robertson

Al-Karim Khimji
Committee Chair

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, April 26, 2023
5:30 pm

In Attendance:

Board

Evan Legate (*Chair*)
Haritha Devulapally
Andrew Rodych
Dana Saric

Administration

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

Regrets

None

1. Treaty 7 Opening

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

2. Review of Agenda

MOVED by Andrew Rodych that the April 26, 2023 Audit and Finance Committee meeting agenda be approved as amended.

Carried unanimously

3. Approval of Minutes

MOVED by Dana Saric that the minutes of the March 14, 2023 Audit and Finance Committee meeting be approved as circulated.

Carried unanimously

4. Business Arising

None.

5. Annual Presentation to the City of Calgary Audit Committee

Each year, the City of Calgary Audit Committee creates a questionnaire for internal departments and the audit committees of its civic partners, such as Calgary Public Library. The contents and timeline of the questionnaire vary each year and a response, the Civic Partner Audit Report, is prepared by Library Administration. This year, timelines allowed for the response to be reviewed at a meeting of the Calgary Public Library Board Audit and Finance Committee before submission to the City of Calgary. Each year, the City of Calgary Audit Committee has the opportunity to ask for a presentation of the Library Board's audited financial results. This year, the Library Board has not been asked to make such a presentation.

Having reviewed the document in advance, the Committee directed Administration to make the following revisions before submitting the final version to the City:

- That Equity, Diversity, Inclusion, and Belonging; Human Resources; and Financial Credentials be added to the record as skills being sought in the 2023 Board member recruitment cycle
- That Haritha Devulapally's professional experience be updated with more detail in the summary of qualifications
- That a Bachelor of Arts, Political Science be added to Evan Legate's summary of qualifications

MOVED by Dana Saric that the Civic Partner Audit Report accepted by the Audit and Finance Committee for information as presented.

Carried unanimously

6. Q1 2023 Risk Register Review

Trevor Myers presented highlights from the Q1 2023 Risk Register. The new report format divides the Library's risk metrics into three main categories: Relevance, Operations, and Security. Financial risks are no longer measured in this report and will instead be reported separately by the Financial Services department beginning Q2 2023.

There are currently nine risk factors under active monitoring, 8 of which were updated for the Q1 2023 report.

Of the Relevance risk measures, all three risk factors exceeded targets. Active memberships continue to grow each quarter with a total of over 751,000 active members at the end of Q1 2023. Member satisfaction with the Library has remained consistently high over the past three years with 66% of respondents rating their experiences as extremely satisfying, or five out of five. Fewer than 5% of respondents report their satisfaction with Library experiences as being lower than four out of five. Volunteer support remains high as well. There were slightly fewer volunteer placements needed than the previous quarter, though this is expected to grow as it continues to keep pace with programming.

Operations risk measures also exceeded targets in Q1 2023. Location visits continued to rise from the previous quarter. Throughout 2022, overall visitation levels reached 64% of pre-pandemic numbers measured in 2019. In Q1 2023, visitation has already reached 1.6 million, approximately 86% of the same period in 2019. Website visits have been consistent through the past few years with over 1.4 million visits in Q1 2023. Slow but steady growth was observed throughout 2022 with the resumption of in-person programming driving more traffic to the website. Staff turnover, or the percentage of staff resignations and terminations relative to active employees, was 2.1% with 37 new staff members hired in Q1.

Security risks include community library incidents, Central Library incidents, and a new cybersecurity measure introduced this year. Community library incidents were low with only 0.65 incidents per 10,000 visits. Following a few years of elevated incident numbers, this measure has now fallen below pre-pandemic levels. Lunch hour and after-school programming at locations disproportionately affected by teen visitation have helped alleviate some of the recurring disruptive behaviour that was reported in 2022.

Central Library incidents increased to 5 per 10,000 visits, raising the measure into the medium-risk range. Neighbouring organizations have reported an overall rise in social disorder. Library security was re-allocated as of March 1, 2023, resulting in added security staff on each floor and a higher emphasis placed on patrolling specific areas where a higher concentration of incidents would be expected. The increased security presence throughout the Library in March may have resulted in the observation and reporting of more incidents than had been averaged over the prior two months of the quarter.

Cybersecurity is a new measure being tracked in the risk register. With a medium risk score of 69.0 as a baseline, this measure will be reported each quarter in 2023. The Library subscribes to SecurityScorecard, a third-party cybersecurity risk rating platform. SecurityScorecard provides this score to the Library based on a variety of factors, including network security, application security, and more.

Paul Lane advised the Committee that an additional risk factor would be added to the reporting for each category as of Q2 2023. Regarding security risks, the new measure will reflect crime rates throughout the city as they relate to Library locations.

MOVED by Haritha Devulapally that the Q1 2023 Risk Register Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

7. Q1 2023 Controller's Report and Financial Review

Chae Jun presented highlights from the Controller's report. The Q1 2023 results have shown a continuation of the trend towards a return to pre-pandemic levels. There has been an increase in projects and activity with an impact on the financial results, such as the Fish Creek renovations and fire truck installation.

The Library secured additional funding from the Province of Alberta and the City of Calgary, which was allocated to modernizing Library infrastructure, security, and cybersecurity, along with other projects and initiatives.

Lifecycle spending carry-forward projects has increased from \$3.5 million to nearly \$3.9 million with funds reallocated from building projects. Carry-forward projects include renovations at Saddletowne, Shawnessy, and Fish Creek. Of note, lifecycle spending on new vehicles had been planned at \$0 in 2023 because of the delays and unpredictability of the vehicle manufacturing sector in recent years. The Library was able to procure three new vehicles for a total of \$120,000.

Jun advised that the favourable variance for salaries and benefits is no longer due to high numbers of vacant positions as had been reported earlier in the pandemic but is now due to shifts left unfilled due to sick leave and other short-term absences not covered by casual and part-time staff.

MOVED by Dana Saric that the Q1 2023 Controller's Report and Financial Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

8. Annual Financial Services Team Organizational Chart Overview

Chae Jun presented the Financial Services Organizational Chart, which remains largely unchanged from 2022. Jun provided an overview of the succession plan and advised that cross training occurs on an ongoing basis to ensure continuity in each role.

MOVED by Dana Saric that the Annual Financial Services Team Organizational Chart Overview be accepted for information as presented.

Carried unanimously

9. Workplan Review

The Committee requested no changes at this time.

10. Other Business

None.

11. Adjournment

MOVED by Haritha Devulapally that the meeting be adjourned at 6:51 pm.

Transcribed by Amanda Robertson

Evan Legate
Committee Chair

**Report to the
Calgary Public Library Board
Audit and Finance Committee
April 26, 2023**

Risk Register Update for Q1 2023

I. ALIGNMENT

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q1 2023.

II. BACKGROUND

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

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

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

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

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

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

III. CURRENT RESULTS

There are currently 9 risk factors under active monitoring, 8 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 8 risk factors, 6 have been categorized in the low threat range and 2 in the medium threat range. Several risk thresholds (targets) change throughout the year, in alignment with predicted service levels.

| Range | # of Measures | Notes |
|-------|---------------|---|
| | 6 | |
| | 2 | Central Security Incidents, Cybersecurity |
| | 0 | |

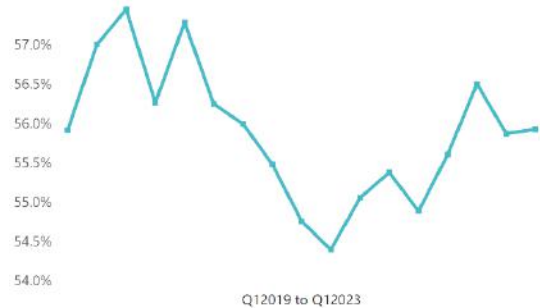
IV. COMMENTARY

RELEVANCE RISKS

Active Membership – 56%

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

The active member base of Calgary Library continues to grow each quarter. A total of 38,791 new members registered in Q1 2023, taking the total active members to a new high of 751,353. The current surge in population growth offers the opportunity to introduce a great many new members to our services.



Library Satisfaction – 4.8 (last reported Q4 2022)

Survey results from semi-annual third-party survey, conducted over the phone to 400 library members. Score out of 5.

Member satisfaction with the library has remained consistently high throughout the past three years. The majority of respondents (66%) rate their experiences as extremely satisfying (5 out of 5). Less than 5% of respondents report their satisfaction with Library experiences as lower than 4 out of 5.



Volunteer Support – 7.7

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

Volunteer support remained largely consistent with Q4 2022. There were slightly fewer volunteer placements needed and 5 fewer volunteers donated their time in Q1. Volunteer support will grow alongside programming, which has been slower to return to pre-pandemic levels due to a higher number of new staff and lower number of trained facilitators.



OPERATION RISKS

Location Visits – 1,644,324

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

Building visits continue to rise quarter over quarter. Throughout 2022, overall visitation levels were 64% of pre-pandemic (2019). In Q1 2023, visits are already at 86% compared to the same period in 2019. If visitation continues to grow at this pace, it is hopeful that we will eclipse those peak visitation levels seen 4 years ago.



Website Visits – 1,474,068

The number of virtual visits to the Library website.

Website visits have been largely consistent throughout the past several years. Slow but steady growth was experienced throughout 2022, with the resumption of in-person programming driving traffic to the website.



Staff Turnover – 2.1%

The percentage of staff resignations and terminations relative to active employees.

With 37 new staff hired this quarter, our overall staff complement is at 781 employees. This is higher than at any other point since Q4 2019.



SECURITY RISKS

Community Library Incidents – 0.65

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

The number of security incidents at community locations was largely consistent with that seen in Q4 2022. Following several years of elevated incident numbers, this measure has now fallen below pre-pandemic levels. Lunch hour and afterschool programming for teens at locations such as Forest Lawn has helped alleviate some of the teen-related issues that were occurring last year.



Central Library Incidents – 5.0

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

Central Library incidents increased over last quarter, rising to the medium risk range. Stakeholders near Central have been reporting an overall rise in social disorder. Library security was restructured and increased as of March 1, resulting in added security staff on each floor. The increased security presence throughout the Library in March led to the observation and reporting of more incidents than was averaged in the previous 2 months.



Cybersecurity – 69.0

Standardized industry score provided by third-party vendor. Captures elements such as network security, application security, and more.

Cyber security is a new measure for the 2023 Risk Register. The Library subscribes to SecurityScorecard, a third-party cybersecurity risk rating platform. It captures various security threats to IT systems and networks, providing a standardized industry score.

V. CONCLUSION

Overall organizational risk is low in Q1 2023. Steady increases to membership and visitation have had a positive effect on a number of other metrics as well. The elevated

risk levels seen over the past few years have subsided, and all Library services continue to rebound towards pre-pandemic levels.

This report is an intermediate step towards a further refined risk register, to be developed for Q2 2023. Many of the metrics on this register will continue to be reported on, with new measures introduced as well. As the uncertainty of the past few years falls behind us, we can begin to predict and identify risk within this more stable environment. The revised register will work towards this end, helping us to anticipate and mitigate risk in advance.

VI. RECOMMENDATION

1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q1 2023***, to the Calgary Public Library Board.

Trevor Myers,
Business Analyst, Strategy & Planning

att: Q1 2023 Risk Register

APPENDIX 1 – RISK MITIGATION ACTIONS

| | | | |
|------------------------------------|--|---|---|
| <p>RELEVANCE RISKS MITIGATION</p> | <p>Active Membership</p> <ul style="list-style-type: none"> • Increase outreach to areas distant from a convenient Library location • Co-locate Library locations with complementary services and amenities • Create gathering and meeting spaces to decrease social isolation | <p>Library Satisfaction</p> <ul style="list-style-type: none"> • Focus programs and services on areas of highest impact and need • Increase training in service excellence • Seek input from service professionals • Curate enticing and engaging collections | <p>Volunteer Support</p> <ul style="list-style-type: none"> • Enhance training of volunteers • Enhance recognition of volunteers • Broaden scope of volunteer opportunities • Integrate volunteers into service delivery model |
| <p>OPERATIONS RISKS MITIGATION</p> | <p>Location Visits</p> <ul style="list-style-type: none"> • Increase hours of service • Increase in-person programming • Free meeting room rentals • Add locations in maturing communities | <p>Website Visits</p> <ul style="list-style-type: none"> • 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 | <p>Staff Turnover</p> <ul style="list-style-type: none"> • Multi-channel communication; written, virtual, and face-to-face • Regular virtual townhalls • Staff recognition allows immediate peer-to-peer recognition • Annual recognition awards • Academic financial support |
| <p>SECURITY RISKS MITIGATION</p> | <p>Community Library Incidents</p> <ul style="list-style-type: none"> • Ongoing staff training • Security Advisor Seconded from City of Calgary • Relationship with CPS and community partners • Environmental design used to deter negative behaviours • Working collaboratively with EFAP to provide staff with techniques to deescalate and cope with challenging situations • Psychological Safety Training Framework for staff • Additional security hours at Forest Lawn Library and Nicholls Family Library • Ongoing assessment of security needs | <p>Central Library Incidents</p> <ul style="list-style-type: none"> • All mitigation actions used for Community Library Incidents • Training courses for security staff on Diversity & Inclusion and Unconscious Bias • Participation in the Downtown Coordinated Safety and Security Group • New health and wellness supports including Indigenous ceremony and sharing circles, as well as enhanced partnership with PALs • Participation in CULC Safety and Security working group and Genesis Centre risk assessment group • Increased security presence on all floors (March 1, 2023) | <p>Cybersecurity</p> <ul style="list-style-type: none"> • Monitoring and addressing issues in the following areas: network security, DNS health, patching cadence, endpoint security, IP reputation, application security, cubit score, hacker chatter, information leak, and social engineering |

OVERVIEW

Q1 2023

RELEVANCE

55.9%

Target: 50.0% (+11.85%)

Active Membership

4.8

Target: 4.5 (+6.67%)

Library Satisfaction

7.7

Target: 5.0 (+53.63%)

Volunteer Support

OPERATIONS

1.64M

Target: 1.50M (+9.62%)

Location Visits

1.47M

Target: 1.25M (+17.93%)

Website Visits

2.1%

Target: 3.0% (+29%)

Staff Turnover

SECURITY

0.65

Target: 1.50 (+56.67%)

Community Library Incidents

5.0

Target: 4.5 (-11.33%)

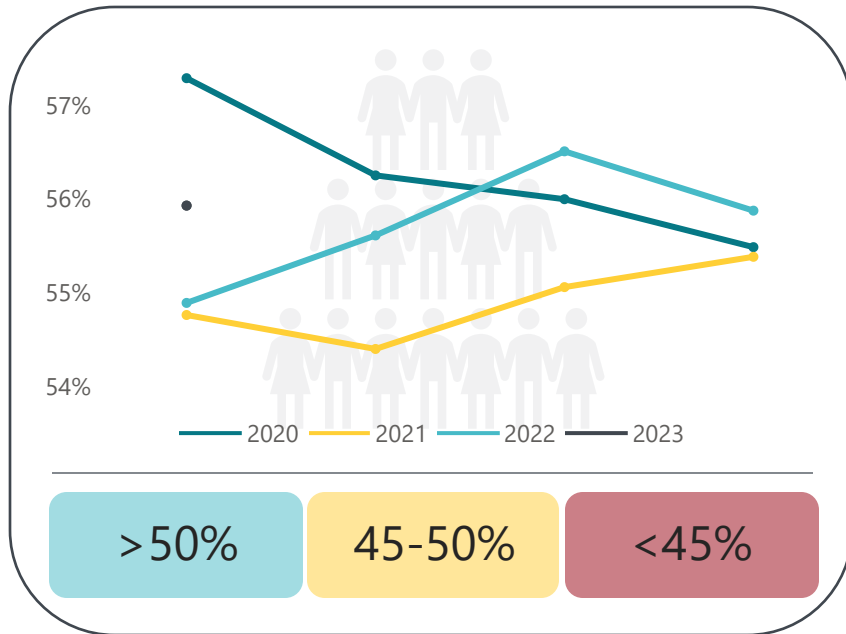
Central Library Incidents

69.0

Target: 70.0 (-1.43%)

Cybersecurity

RELEVANCE RISKS



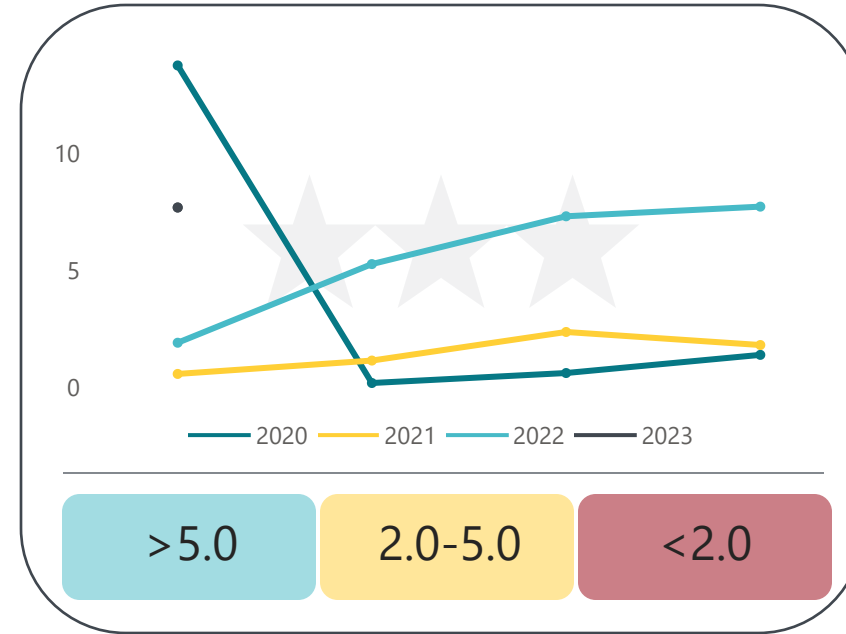
MEMBERSHIP PER CAPITA

Active membership base divided by the population

55.9%

0.1%

Quarterly Change



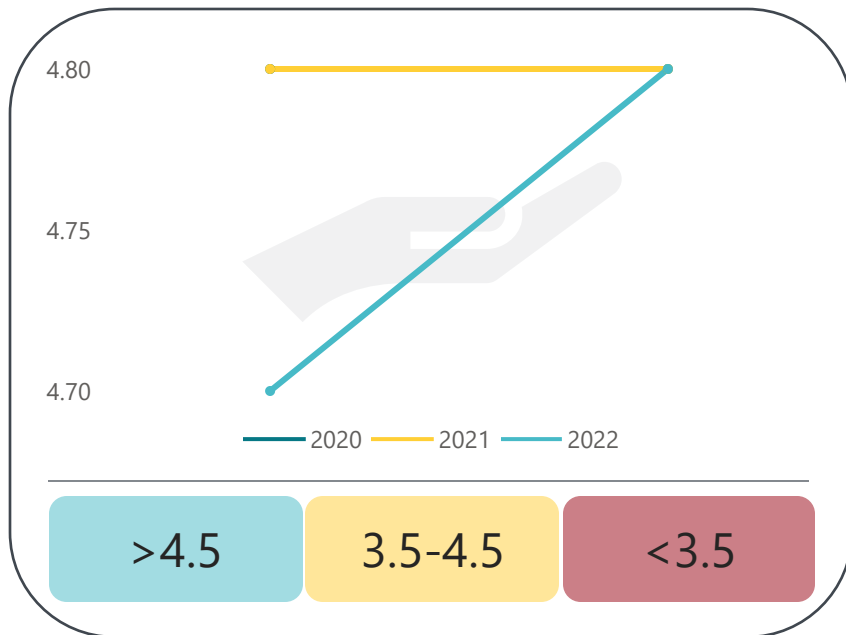
VOLUNTEER SUPPORT

Unique volunteers per 10k members of population

7.7

-0.5%

Quarterly Change



MEMBER SATISFACTION

Phone survey satisfaction rating out of 5

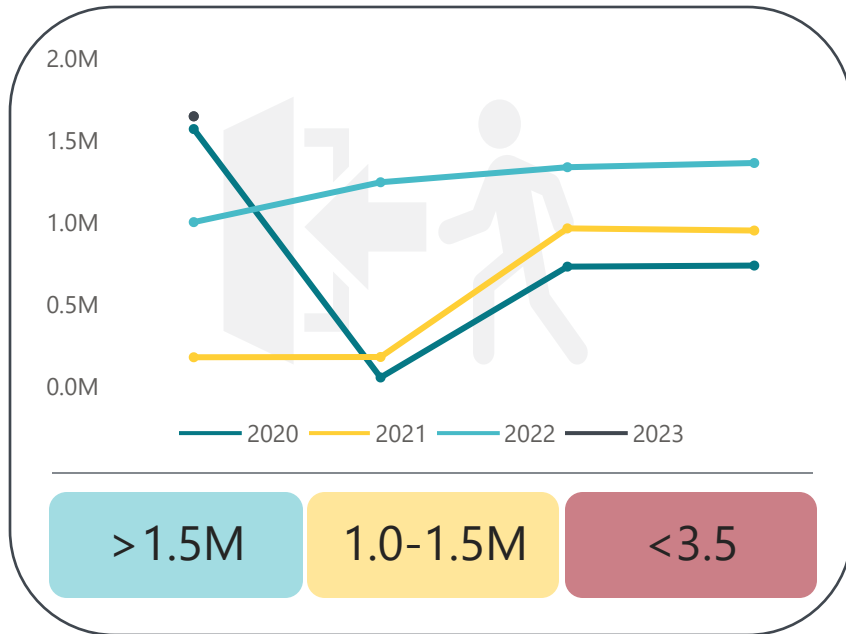
4.8

Last reported Q4 2022

2.1%

Quarterly Change

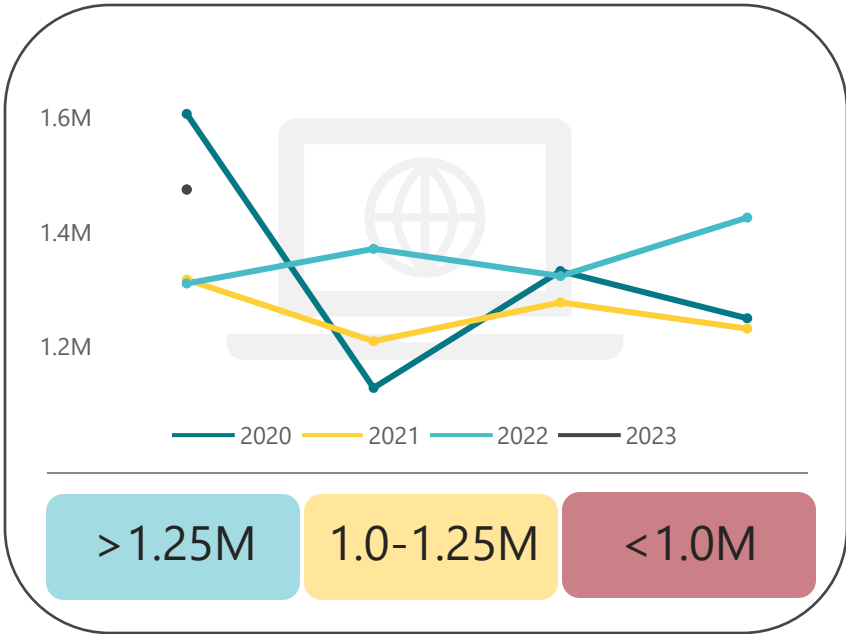
OPERATIONS RISKS



LOCATION VISITS
Total in-person visits to Library locations

1.64M

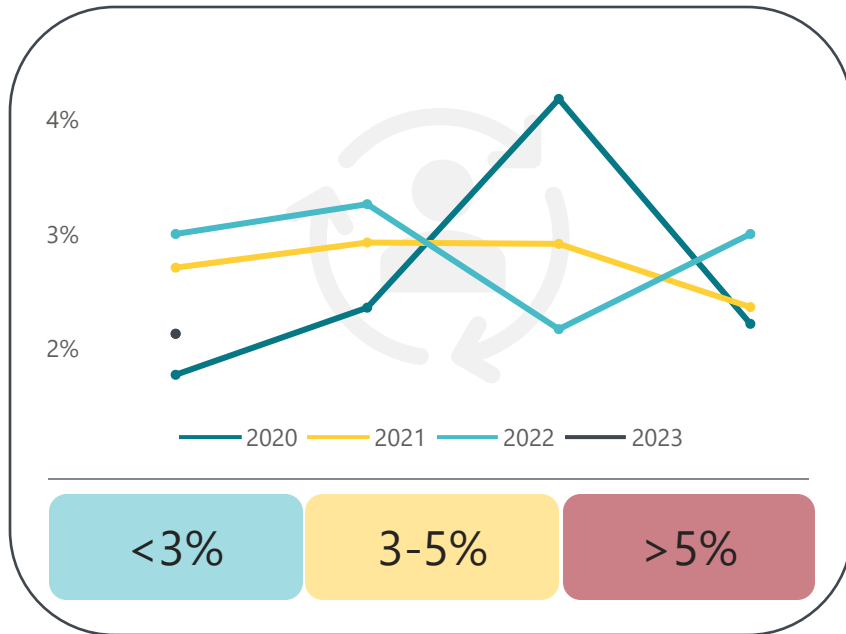
20.9%
Quarterly Change



WEBSITE VISITS
Total online visits to Library website

1.47M

3.4%
Quarterly Change

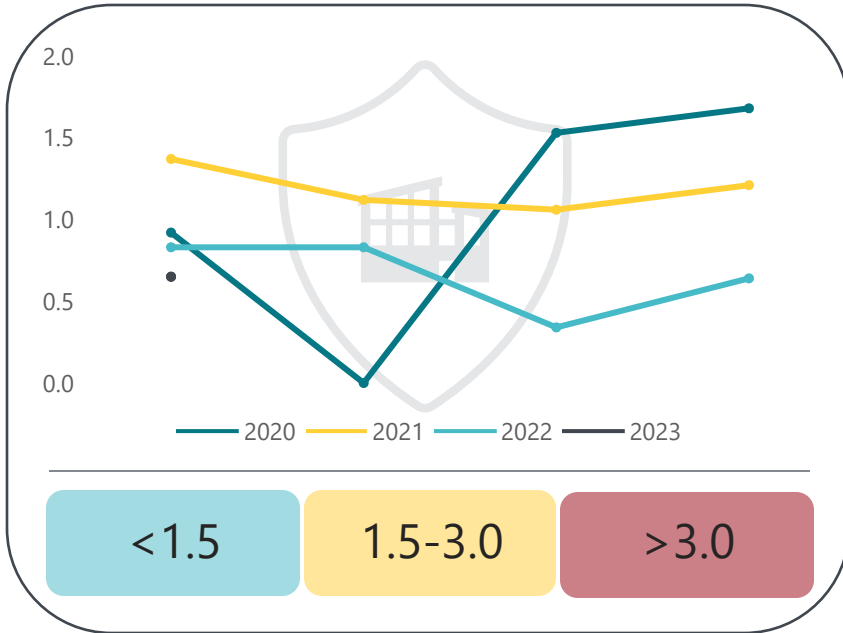


STAFF TURNOVER
Staff resignations and terminations relative to active employees

2.1%

-29.0%
Quarterly Change

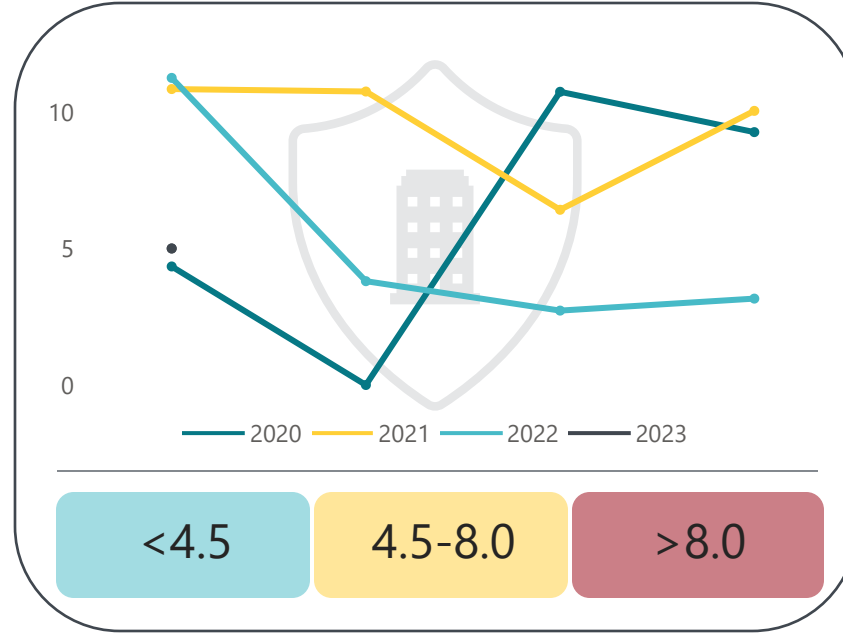
SECURITY RISKS



COMMUNITY INCIDENTS
Incidents per 10,000 to community Library locations

0.65

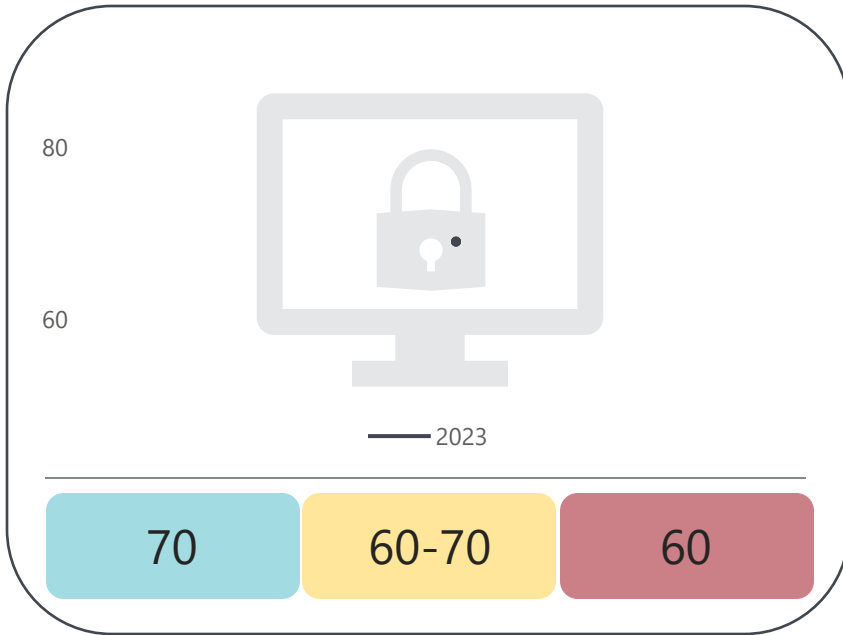
1.6%
Quarterly Change



CENTRAL INCIDENTS
Incidents per 10,000 to Central Library

5.01

58.0%
Quarterly Change



CYBERSECURITY
Third party standardized industry risk score

69.0

New Measure

**Report to the
Calgary Public Library Board
Audit & Finance Committee
Controller's Report for the Quarter Ended March 31, 2023
April 26, 2023**

The management financial reports of The Calgary Public Library for the quarter ended March 31, 2023, are appended to this report for information. The reports have been prepared using the full accrual basis of accounting, which recognizes the financial effect of events that impact an entity in the accounting period, regardless of whether cash was received or spent.

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

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
- Life Cycle Funding and Spending Profile
- Operating Reserve Fund

As we kick off Q1 2023, we are excited about the positive momentum we are seeing. The number of patron visits is growing and reaching pre-pandemic levels. We secured additional funding from the City of Calgary and the Province and plan to invest these funds in new outreach programs and special events that appeal to our patrons. We plan to invest in IT human resources to boost our IT modernization infrastructure to enhance our service delivery, cybersecurity and data management. The Calgary Public Library Foundation also secured funding for the Fire Engine 23 Early Learning Centre at the Fish Creek Library as we initiated a major Fish Creek renovation project in Q1.

Further explanations of the variances under revenue and expenses are summarized in sections C and D and in the Management Report – Operating Activities. Note that these variances are mostly due to the timing difference in Q1 spending.

B. Management Report - Statement of Financial Position

Net Financial Assets are \$8.6M at quarter end. The cash balance is strong. Accounts receivable is mostly comprised of the Provincial Grant accrual (\$1.8M) and the capital transfer from the City of Calgary (\$0.1M). Accounts payable and accrued liabilities relate to Salaries and Benefits accruals and amounts owing to vendors. Deferred revenues include the money received from the Foundation for various restricted grant programs.

C. Revenues

Revenues were \$0.5M favourable for the first quarter end.

Line 9 – Province of Alberta - \$88,446F at March 31, 2023.

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

Line 19 – Interest and other revenues - \$279,606F at March 31, 2023.

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

Line 22 – Grants and sponsorships - \$112,133F at March 31, 2023.

The favourable variance is due to expedited recognition of carried over grant from 2022 with the progression of projects.

D. Expenses

Total expenses were \$0.5M favourable for the first quarter end.

Line 29 – Salaries and employee benefits - \$216,902F at March 31, 2023.

The favourable variance is mainly due to vacancies and employees on leave.

Line 32 – Collections - \$167,120F at March 31, 2023.

The favourable variance is due to the timing of the Collection spending.

Line 48 – General operating - \$49,970F at March 31, 2023.

The favourable variance is due to timing difference.

Line 54 – Building and equipment - \$42,374F at March 31, 2023.

The favourable variance is due to timing difference.

Line 74– Occupancy Costs - \$10,889F at March 31, 2023.

The operating costs for the common areas were less than budgeted.

Line 75- Amortization - \$47,885F at March 31, 2023.

The favourable variance is due to timing difference.

E. CONCLUSION

Q1 results are often difficult to interpret because they are the first exposure to a new set of patterns, which may or may not constitute the beginning of a trend. For example, the favourable variances in revenue are mostly one-time events. The exception in these results is interest earned, but even this is expected to decline over the following quarters along with market interest rates.

Management will be monitoring expenses closely, to determine if these favourable results are persistent. Typically, a plan to mitigate persistent variances is included alongside Q2 results.

F. 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 March 31, 2023.

Prepared by Chae Jun CPA, CGA, MBA

Controller

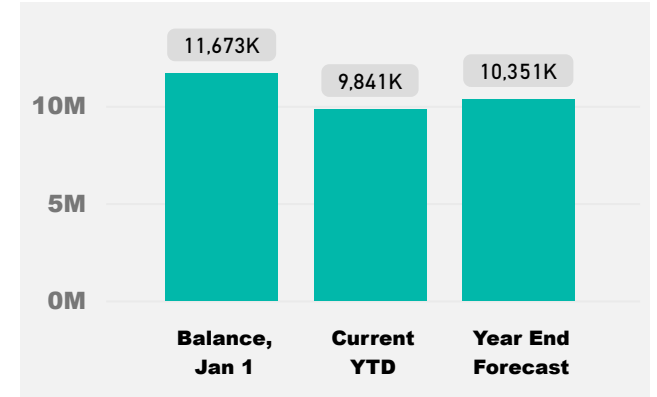
Commentary

- Current YTD Cash balance includes:
 \$3M Restricted Operating Reserve
 \$3.5M Accounts Payable and Deferred Revenue
 \$2M Lifecycle Fund

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

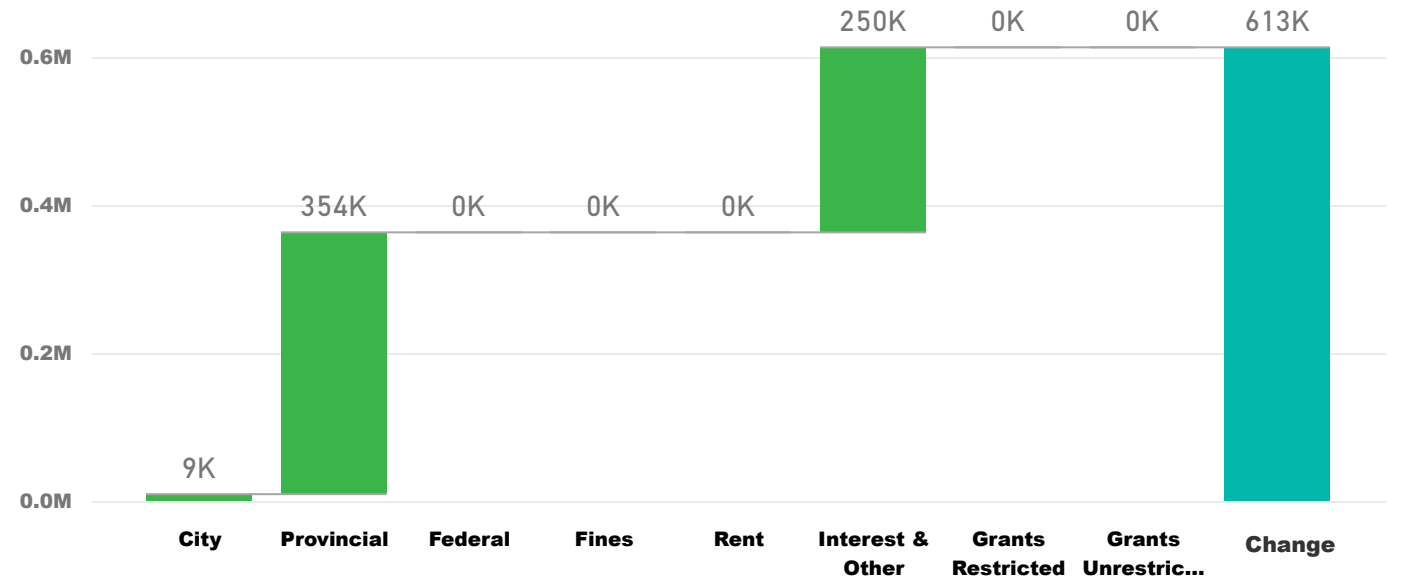
- Interest and Other Revenue increase reflects the projected interest revenue due to higher interest rate. The Library also received \$100K shared reserve from the Genesis Centre.

Cash Position Forecast, as of Mar 31, 2023



Revenue Year End Forecast, as of Mar 31, 2023

- Increase
- Decrease
- Change



Board-Approved Budget Revenues
 67,723K

Forecasted Revenues
 68,336K

Commentary

- Salaries and Benefits forecast decrease is due to vacancies and employees on leave.

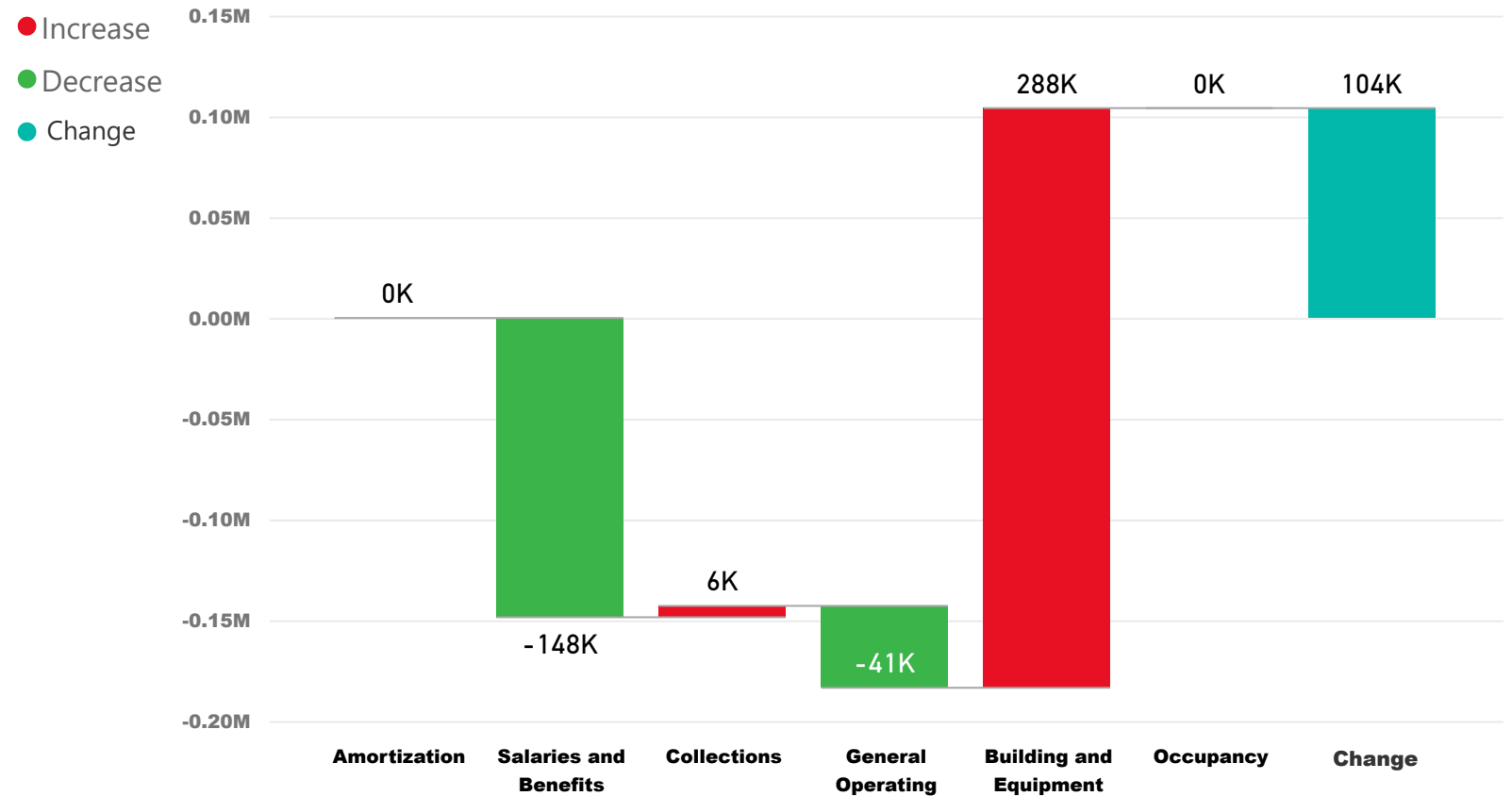
- General Operating forecast decrease is due to reallocation of restricted grants based on project spending plans.

- Building and Equipment forecast increase reflects the Engine 23 project spendings.

Actions

- Facilities is working on finalizing the estimate for the Engine 23 project.

Expense Year End Forecast, as of Mar 31, 2023



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

| |
|---------------------|
| Forecasted Expenses |
| 74,344K |

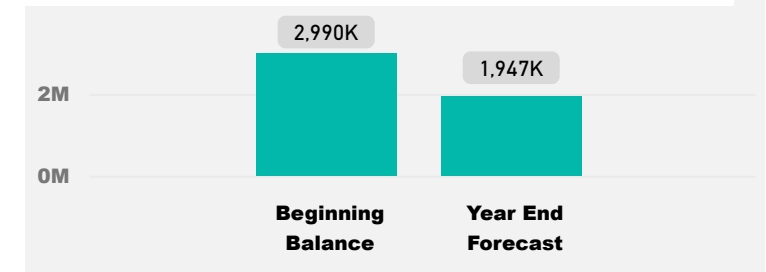
Lifecycle Funding Commentary.

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

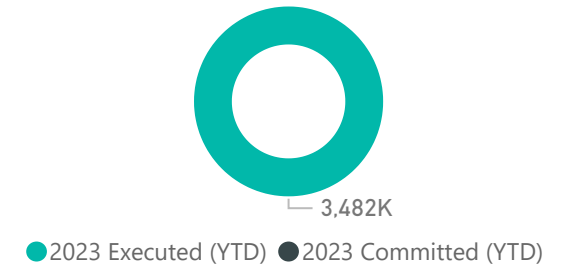
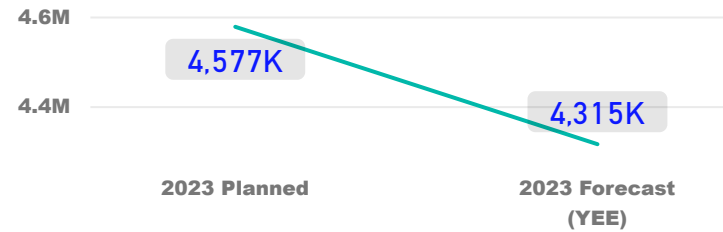
- Current year funds include \$3.6M of The City lifecycle funding, \$0.2M asset management from the operating funds

Lifecycle Surplus Forecast, as of Mar 31, 2023

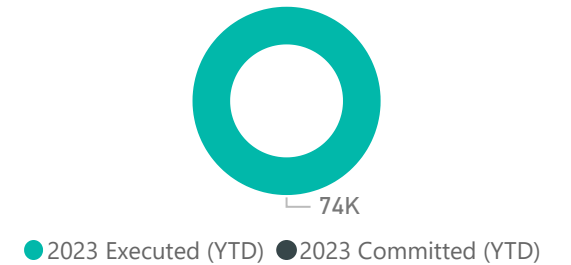
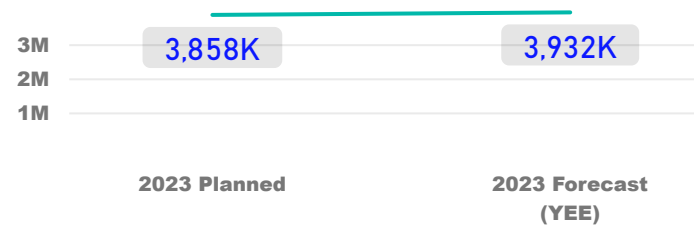
Funding Source



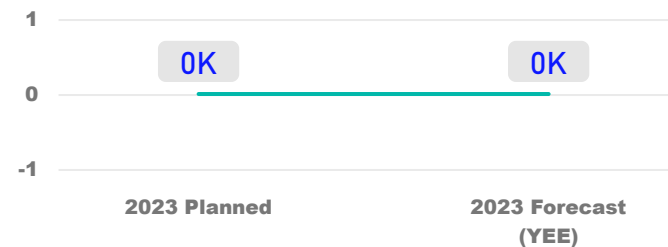
Carry Forward



Current Year Funds



Growth Projects Funds



Lifecycle Spending Commentary

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

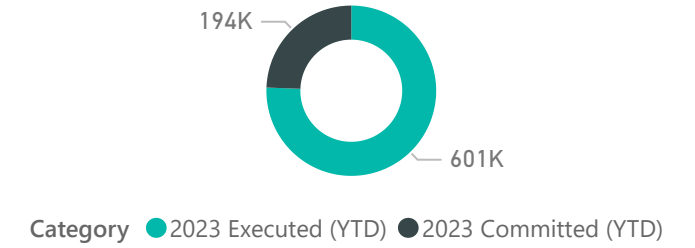
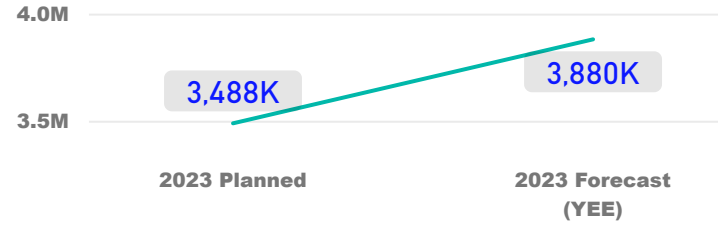
- Building forecast decrease is due to the reallocation of funds to the Fish Creek carry forward project.

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

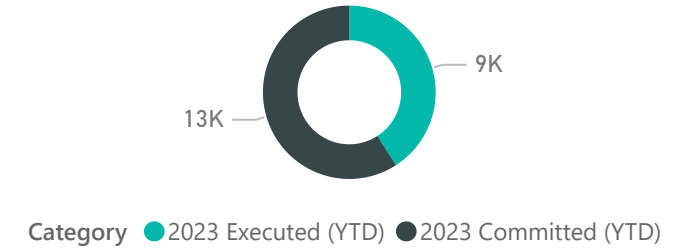
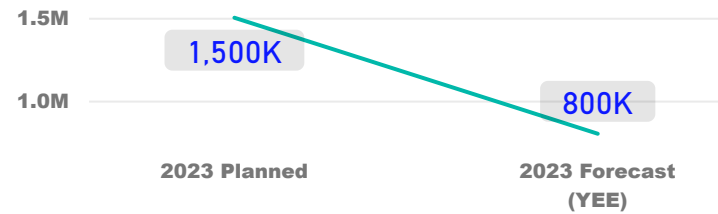
- The Library purchased three new vehicles.

Spending Profile -1-

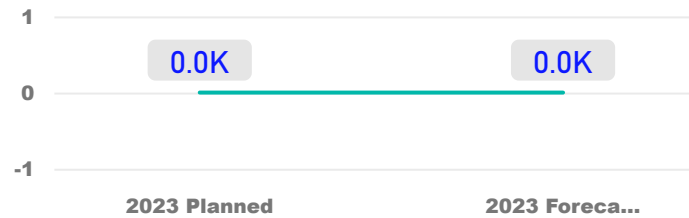
Carry Forward Projects



Building

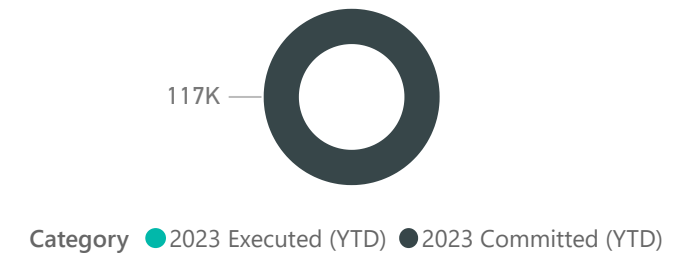
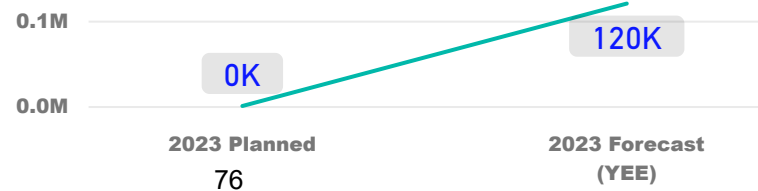


Furniture



Category ● 2023 Executed (YTD) ● 2023 Committed (YTD)

Vehicles

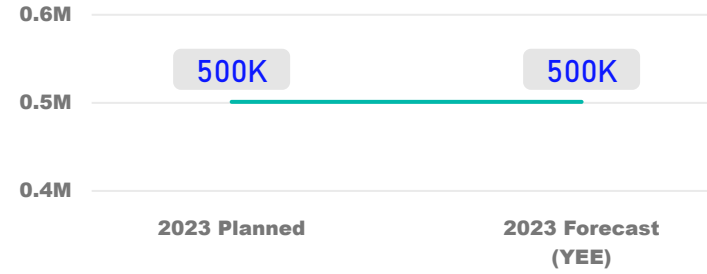


Commentary:

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

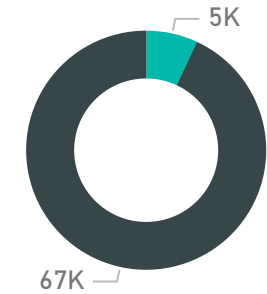
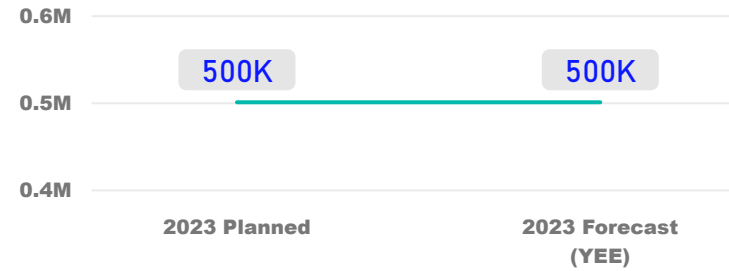
Spending Profile -2-

Technology



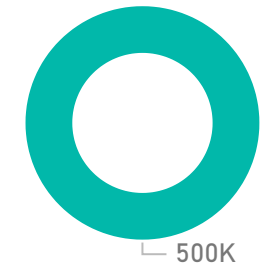
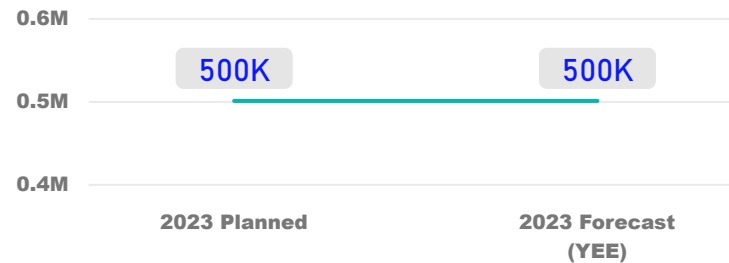
Category ● 2023 Executed (YTD) ● 2023 Committed (YTD)

Demand Maintenance - Small Projects



Category ● 2023 Executed (YTD) ● 2023 Committed (YTD)

Collections



Category ● 2023 Executed (YTD) ● 2023 Committed (YTD)

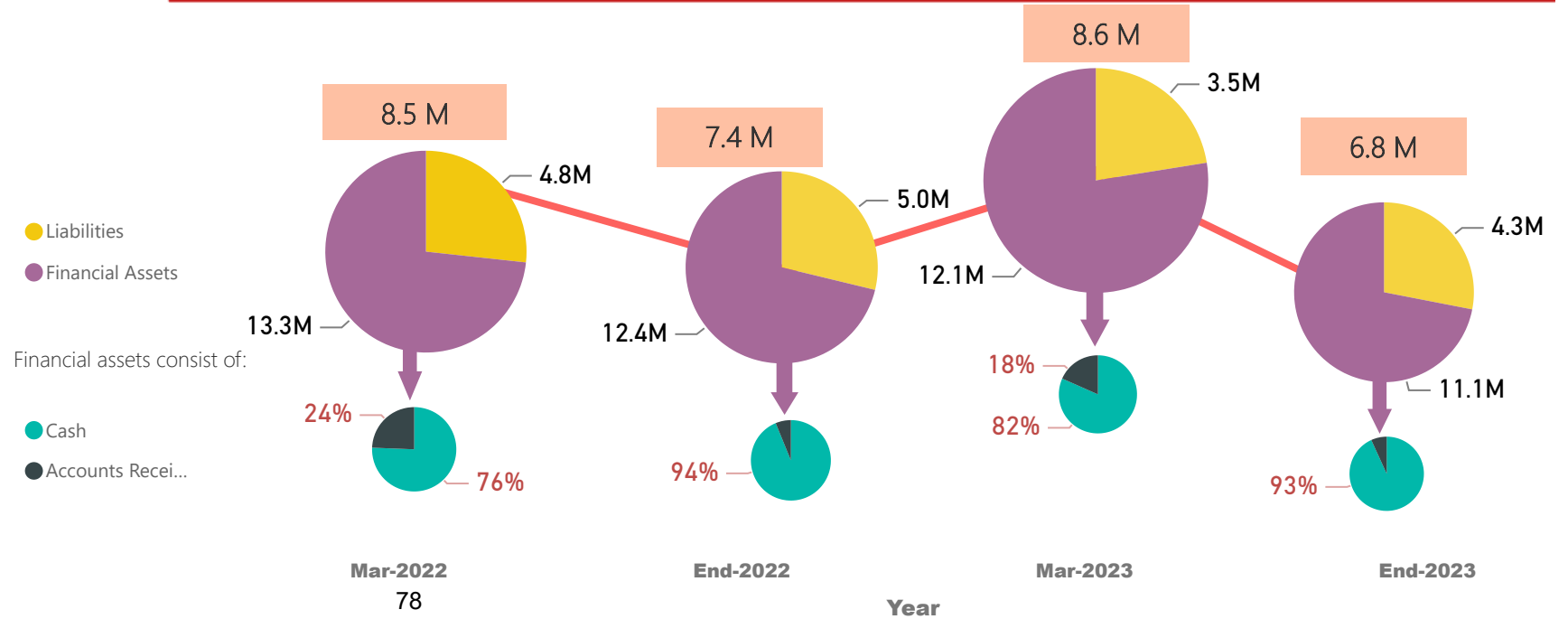
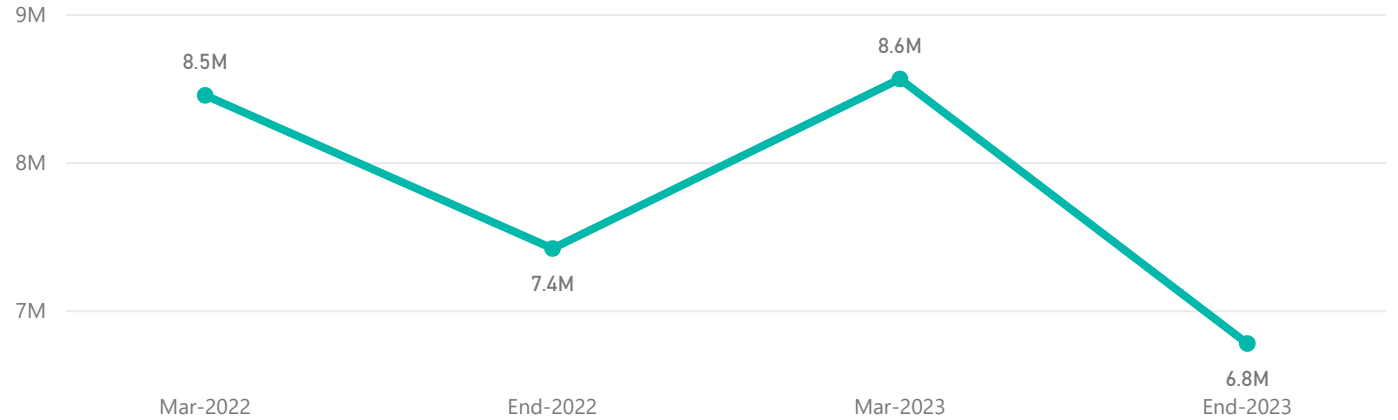
- Collections funding include \$500K from Lifecycle.

Commentary.

- Year-end forecasted Net Financial Assets is \$6.8M, as of March 31, 2023.

Statement of Financial Position with YEE, as of Mar 31, 2023

Net Financial Assets



Commentary

- Tangible Capital Assets decrease is due to higher amortization (\$5.7M) than the new additions (\$5.4M).

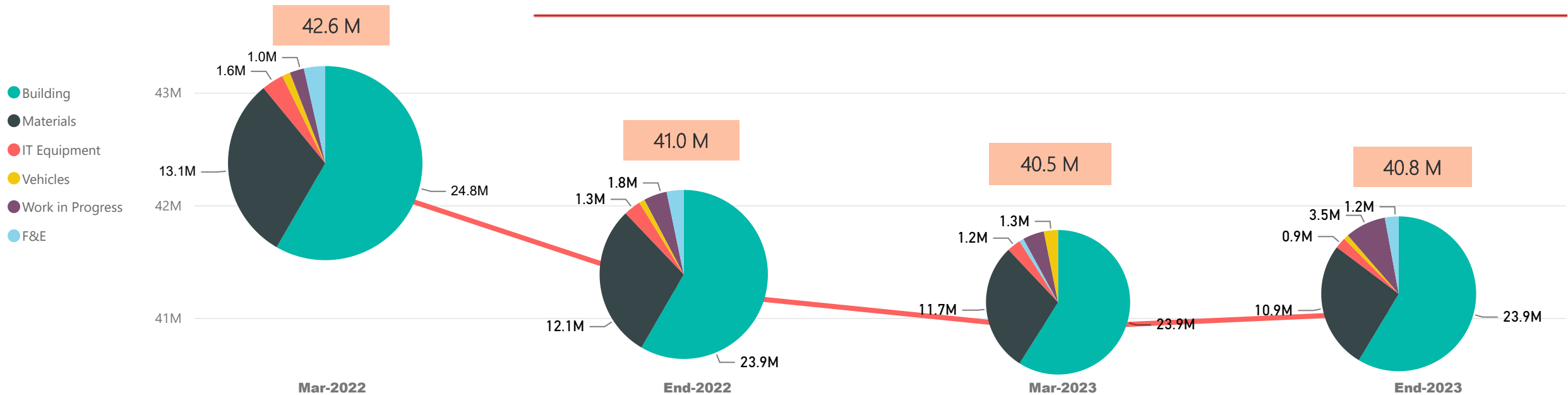
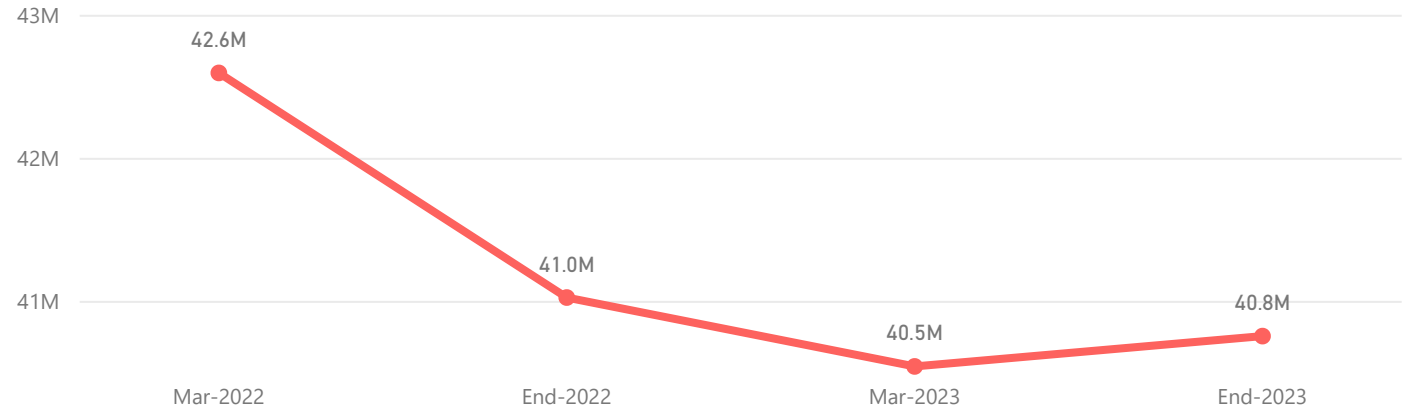
Actions

2023 additions:

- Books: \$1.5M
- Buildings: \$3.8M
- Vehicles: \$0.1M

Statement of Financial Position with YEE, as of Mar 31, 2023

Tangible Capital Assets

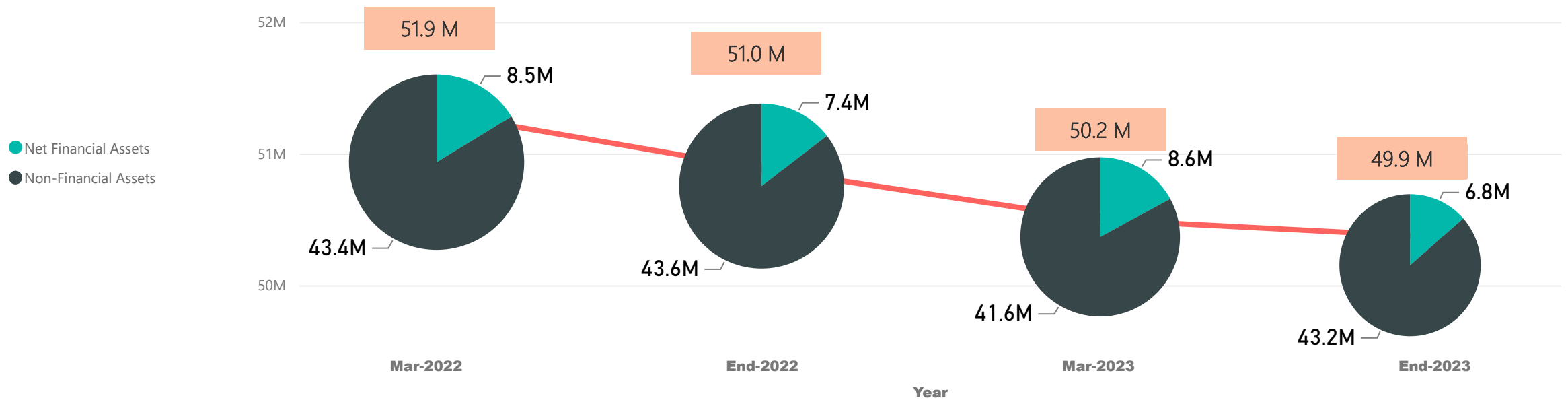
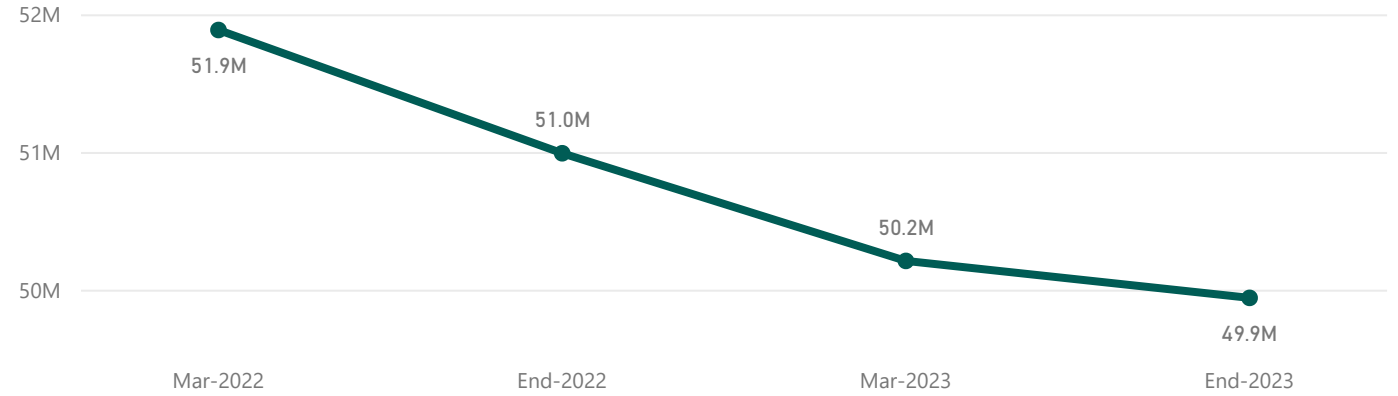


Statement of Financial Position with YEE, as of Mar 31, 2023

Commentary

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

Accumulated Surplus



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

| | 31-Mar-23 | 31-Mar-22 | 31-Dec-22 |
|--|-------------------|-------------------|-------------------|
| FINANCIAL ASSETS | | | |
| Cash | 9,841,350 | 10,054,650 | 11,672,719 |
| Accounts receivable | 2,214,682 | 3,242,405 | 771,703 |
| | 12,056,032 | 13,297,055 | 12,444,422 |
| LIABILITIES | | | |
| Accounts payable and accrued liabilities | 3,095,092 | 3,735,683 | 4,357,728 |
| Deferred revenues | 399,161 | 1,110,138 | 669,973 |
| | 3,494,253 | 4,845,821 | 5,027,701 |
| NET FINANCIAL ASSETS | 8,561,779 | 8,451,234 | 7,416,721 |
| NON-FINANANCIAL ASSETS | | | |
| Tangible capital assets | 40,541,908 | 42,593,448 | 41,023,428 |
| Inventory | - | 49,850 | 30,099 |
| Prepaid assets | 1,105,255 | 791,380 | 2,520,521 |
| | 41,647,163 | 43,434,678 | 43,574,048 |
| ACCUMULATED SURPLUS | 50,208,942 | 51,885,912 | 50,990,769 |

DRAFT

THE CALGARY PUBLIC LIBRARY BOARD
Management Report - Operating Activities
For the Period Ended March 31, 2023

| | Current YTD \$ | Budget YTD \$ | Budget Variance YTD \$ | Total BUDGET \$ | Total Forecast \$ | Forecast Increase/ (Decrease) vs Total Budget \$ | Total Forecast vs Current YTD \$ | Comments (Favorable: F / Unfavorable: U) |
|---|----------------------|---------------------|---------------------------------|-----------------------|-------------------------|--|--|---|
| REVENUES | | | | | | | | |
| 5 City of Calgary | 14,100,611 | 14,091,351 | 9,260 | 57,375,534 | 57,384,794 | 9,260 | (43,284,183) | |
| 9 Province of Alberta | 1,802,246 | 1,713,800 | 88,446 | 6,864,917 | 7,218,700 | 353,783 | (5,416,453) | F - The forecast increase reflects the population update of the Province's Per Capita Grant announced |
| 14 Rent revenue | 47,655 | 39,000 | 8,655 | 156,000 | 156,000 | - | (108,345) | |
| 19 Interest and other revenue | 501,907 | 222,301 | 279,606 | 917,885 | 1,167,885 | 250,000 | (665,978) | F - The forecast increase reflects the projected interest revenue increase due to higher interest rate. The Library also received \$100K shared reserve from the Genesis Centre |
| 22 Grants and sponsorships | 714,243 | 602,110 | 112,133 | 2,408,439 | 2,408,439 | - | (1,694,196) | F - The favourable budget variance is due to expedited recognition of carried over grant from 2022 with the progression of projects |
| 23 Total revenues | 17,166,662 | 16,668,562 | 498,100 | 67,722,775 | 68,335,818 | 613,043 | (51,169,156) | F |
| EXPENSES | | | | | | | | |
| 29 Salaries and employee benefits | 9,663,491 | 9,880,393 | 216,902 | 43,404,580 | 43,256,092 | (148,488) | 33,592,602 | F - The favourable budget variance is mainly due to vacancies and employees on leave |
| 32 Collections | 2,091,330 | 2,258,450 | 167,120 | 6,388,605 | 6,394,242 | 5,637 | 4,302,911 | F - The favourable budget variance is due to timing of the Collection spending |
| 48 General operating | 3,289,383 | 3,339,353 | 49,970 | 10,580,179 | 10,539,543 | (40,637) | 7,250,160 | F - The forecast decrease is due to reallocation of restricted grants based on project spending plans |
| 54 Building and equipment | 1,514,740 | 1,557,114 | 42,374 | 6,097,905 | 6,385,510 | 287,605 | 4,870,770 | F - The forecast increase reflects the Engine 23 project spending |
| 74 Occupancy Costs | 440,572 | 451,461 | 10,889 | 1,812,752 | 1,812,752 | - | 1,372,180 | F - The favourable budget variance is due to operating costs for the common areas being less than budgeted |
| 75 Amortization | 1,441,090 | 1,441,975 | 885 | 5,955,904 | 5,955,904 | - | 4,514,814 | |
| 76 Total expenses | 18,440,606 | 18,928,746 | 488,140 | 74,239,925 | 74,344,043 | 104,117 | 55,903,437 | F |
| (DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING: | | | | | | | | |
| | (1,273,944) | (2,260,184) | 986,240 | (6,517,150) | (6,008,225) | 508,926 | (4,734,281) | |
| Transfer between lifecycle and operating | 795,484 | 795,484 | - | 1,601,363 | 1,788,968 | 187,605 | 993,484 | |
| Transfer from prior year surplus | - | 646,992 | (646,992) | 646,992 | 646,992 | - | 646,992 | |
| Unrestricted reserve from prior years | 3,976,854 | 3,329,862 | 646,992 | 3,329,862 | 3,329,862 | - | (646,992) | |
| Operating reserve | 3,000,000 | 3,000,000 | - | 3,000,000 | 3,000,000 | - | - | |
| Transfer to asset management life cycle | - | (225,000) | 225,000 | (225,000) | (225,000) | - | (225,000) | |
| Transfer to books capital | (322,596) | (356,484) | 33,888 | (1,462,111) | (1,462,111) | - | (1,139,515) | |
| Add back amortization | 1,441,090 | 1,441,975 | (885) | 5,955,904 | 5,955,904 | - | 4,514,814 | |
| EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL | 7,616,888 | 6,372,645 | 1,244,243 | 6,329,860 | 7,026,390 | 696,531 | 590,499 | |
| Less unrestricted reserve from prior years | (3,976,854) | (3,329,862) | (646,992) | (3,329,862) | (3,329,862) | - | 646,992 | |
| Less operating reserve | (3,000,000) | (3,000,000) | - | (3,000,000) | (3,000,000) | - | - | |
| EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL | 640,034 | 42,783 | 597,251 | (2) | 696,528 | 696,531 | 1,237,491 | |
| Government transfers for capital | 492,117 | 4,958,000 | (4,465,883) | 4,958,000 | 4,958,000 | - | 4,465,883 | |
| Amortization | (1,441,090) | (1,441,975) | 885 | (5,955,904) | (5,955,904) | - | (4,514,814) | |
| Purchase of books capital | 322,596 | 356,484 | (33,888) | 1,462,111 | 1,462,111 | - | 1,139,515 | |
| Add back transfer to asset management life cycle | - | 225,000 | (225,000) | 225,000 | 225,000 | - | 225,000 | |
| Transfer between lifecycle and operating | (795,484) | (1,862,878) | 1,067,394 | (1,601,363) | (1,788,968) | (187,605) | (993,484) | |
| Less transfer from prior year surplus | - | (646,992) | 646,992 | (646,992) | (646,992) | - | (646,992) | |
| Write off of tangible capital assets | - | - | - | - | - | - | - | |
| Change in Accumulated Surplus | (781,827) | 1,630,422 | (2,412,249) | (1,559,150) | (1,050,225) | 508,926 | 912,600 | (1,832,053) |
| Accumulated Surplus, beginning of year | 50,990,769 | 50,986,815 | 3,954 | 50,986,815 | 50,990,768 | 3,953 | | |
| Accumulated Surplus, end of year | 50,208,942 | 52,617,237 | (2,408,295) | 49,427,665 | 49,940,543 | 512,878 | | |

| Lifecycle Funding and Spending Profile | Projects | Description | 2023 Planned | 2023 Forecast (YEE) | 2023 Executed (YTD) | 2023 Committed (YTD) | 2023 Total (YTD) |
|--|----------|------------------------------------|---------------|---------------------|---------------------|----------------------|------------------|
| March | | | | | | | |
| Funding Source | | | ('000) | | | | |
| | | Carry Forward Funds | 4,577 | 4,315 | 3,482 | - | 3,482 |
| | | Current Year Funds | 3,858 | 3,932 | 74 | - | 74 |
| Total Funding Available | | | 8,435 | 8,247 | 3,556 | - | 3,556 |
| Spending Profile | | | | | | | |
| | | 2022 Carry Forward Projects | 3,488 | 3,880 | 601 | 194 | 795 |
| | | Building - Lifecycle | 1,500 | 800 | 9 | 13 | 22 |
| | | Demand Maintenance | 500 | 500 | 5 | 67 | 72 |
| | | Vehicles - Lifecycle | | 120 | - | 117 | 117 |
| | | Technology | 500 | 500 | 105 | 35 | 140 |
| | | Collections | 500 | 500 | 500 | - | 500 |
| Total Spending Profile | | | 6,488 | 6,300 | 1,220 | 426 | 1,646 |
| Total Funds Available | | | 1,947 | 1,947 | 2,336 | | 6,601 |

| Operating Reserve Fund | Projects | Description | 2022 Carry Forward | 2023 Planned | 2023 Executed | 2023 Committed | 2023 Total |
|-------------------------------|------------------------|-----------------------------|-----------------------|-----------------|------------------|-------------------|---------------|
| As at March 31, 2023 | | | | | | | |
| Funding Source | | | ('000) | | | | |
| | | Carry Forward Funds | 3,000 | - | - | - | 3,000 |
| | | Current Year Funds | - | - | - | - | - |
| Total Funds Available | | | 3,000 | | - | - | 3,000 |
| Spending Profile | | | | | | | |
| | Carry Forward Projects | 2022 Carry Forward Projects | - | - | - | - | - |
| | New Projects | 2023 Projects | - | - | - | - | - |
| Total Spending Profile | | | - | | - | - | - |
| Total Funds Available | | | 3,000 | | - | - | 3,000 |

CALGARY PUBLIC LIBRARY FOUNDATION UPDATE



MAY 2023

HIGHLIGHTS

- **Ladder Up on Literacy Fundraising Campaign** launched in support of Engine 23 at Fish Creek Library. To date we've raised more than \$25,000 from the community (more than half are new donors).
 - › The launch event featured announcements by Tracy Johnson and Sarah Meilleur, as well as remarks from Chief Dongworth of Calgary Fire Department. Chief Dongworth participated in a family storytime.
 - › The campaign launch garnered extensive media attention. CTV News and 660/CityTV both attended the event and conducted interviews with Tracy Johnson and Chief Dongworth that aired on their evening news programs. Tracy was a radio guest of the CBC Eyeopener and QR Calgary. CTV News also featured a digital article about the launch.
 - › Engine 23 is now inside Fish Creek but there are more funds to be raised. The Foundation is now in Phase 2 of our fundraising campaign that we are describing as 'Some Assembly is Required'
- Our **annual legacy giving cultivation direct mail campaign** was sent in mid-April. The appeal features Joanne Stalinski's donor story. Joanne has made a legacy gift in honour of her parents, their love of the Library and their commitment to community support. The campaign seeks to educate donors about the importance of legacy giving and invites them to join The Epilogue Society, a group established by the Library Foundation to help steward donors who have shared that they have named the Library in their estate plans and to promote legacy giving in general.
 - › On May 10th we held our inaugural **Epilogue Society Tea** event. The event recognized donors who have included the Library in their estate plans and provide a great learning opportunity for donors considering this type of gift.
 - › We've surpassed our 2023 goal for new Legacy gift commitments
- Sponsorship and ticket sales have begun for the **Lit Gala on October 21, 2023**. We are also actively seeking auction prizes. To learn more, visit LitGala.ca
- Our **May direct mail appeal** landed in mailboxes on May 15 and featured the My First Bookshelf program. With donor support, we hope to remove the 1,090 children currently on the waitlist for the program.
- The Foundation received a number a new gift and commitments including \$100,000 for the **Borrow a Computer program** and \$20,000 for **Cultural Competency Training**.



CALGARY PUBLIC LIBRARY FOUNDATION UPDATE



MAY 2023

- **LibraryStore+ launched on March 28 in Central Library's interior cafe space.** This temporary pop-up operates 7 days a week from 12 to 3PM with the support of volunteers. We serve brewed coffee and tea, simple packaged snacks, and a selection of our most popular Library Store products.
- **I Read Collection Launch**
 - › Along with LibraryStore+, we are pleased to announce the launch of our Foundation-designed line of merchandise, the I Read Collection. The collection encourages *shelf-expression*, recognizing that we all read in different ways and that our style has a story to tell. The collection debuted with a sweatshirt, travel mug, and pencil set.
- The Foundation held our **Annual General Meeting** on May 16 at the Memorial Park Library. We are pleased to welcome four new board members. Jordan Balaban, Shashi Behl, Thu Duncan-Nguyen and Rachel Wade.
 - › Rob Van Wielingen was reappointed as Chair of the Board; Sabina Shah was appointed as Vice-Chair and James Pettigrew was re-appointed as Treasurer.



UPCOMING EVENTS

- **May 28** – Join us at the 2023 Servus Calgary Marathon. You can walk/run in support of the Calgary Public Library. Use our referral link to register and the Library Foundation will receive a portion of your registration fee:
<https://raceroster.com/63285?aff=QLSDD>
- **July 30** – After Dark fundraising event (TBC)
- **October 21** – We're hosting the Lit Gala – a once-in-a-lifetime event – again
- **November 28** – Fundraising Breakfast on Giving Tuesday



**Calgary Public Library Board
Annual Workplan**

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

**Calgary Public Library Board
Annual Workplan**

| Reports for Information (I) and Approval (A) Or No Motion Required (X) | Annual Meeting Cycle | | | | | | | | | | | | |
|---|----------------------|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|
| | Jan | Feb | Mar | Apr | May | Jun | Jul* | Aug | Sep | Oct | Org | Nov | Dec |
| 24. Revolving Credit Facility Confirmation | A | | | | | | | | | | | | |
| 25. Operating Reserve Fund Review | I | | | | | | | | | | | | |
| 26. Quarterly and Annual Financial Review | I | | I | | I | | | | I | | | I | |
| 27. Quarterly and Annual Risk Review | I | | | | I | | | | I | | | I | |
| Calgary Public Library Foundation | | | | | | | | | | | | | |
| 28. Report to the Board | I | | I | | I | I | | | I | | | I | |