

CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, January 29, 2025  
Central Library Boardroom 0-11



1. **Treaty 7 Land Acknowledgment**  
*Gillian Hynes, Board Member*
2. **Chair's Welcoming Remarks**
3. **Review of Agenda**
4. **Consent Agenda**
  - A. Minutes of the November 26, 2024 Strategy and Community Committee 6
  - B. Strategy and Community Committee Report November 26, 2024  
(discussed in the Board meeting November 27, 2024)
5. **Business Arising**
  - A. ALTA Update  
*Margaret Wu, Calgary Public Library Board Representative*
  - B. Business Arising from the Minutes
6. **Chair's Report** *Verbal*  
*Evan Legate, Board Chair*
7. **CEO's Report** 11  
*Sarah Meilleur, CEO* *Information*
8. **Governance Committee**
  - A. **MOTION** Report of the January 8, 2025 Meeting 17  
*Dana Saric, Governance Committee Chair* *Information*
9. **Strategy and Community Committee**
  - A. **MOTION** Report of the January 15, 2025 Meeting 21  
*Kate Andrews, Strategy and Community Committee Chair* *Information*
  - B. Board Community Library Liaisons 26  
*Kate Andrews, Strategy and Community Committee Chair* *Approval*
  - C. Board Retreat Recommendations *Verbal*  
*Kate Andrews, Strategy and Community Committee Chair*

D.	<b>MOTION</b> Strategy and Community Committee Mandate <i>Kate Andrews, Strategy and Community Committee Chair</i>	27 <i>Approval</i>
<b>10.</b>	<b>Audit and Finance Committee</b>	
A.	<b>MOTION</b> Report of the January 22, 2025 Meeting <i>Aaron Noga, Audit and Finance Committee Chair</i>	28 <i>Information</i>
B.	<b>MOTION</b> 2025 Budget Report <i>Aaron Noga, Audit and Finance Committee Chair</i>	34 <i>Information</i>
C.	<b>MOTION</b> Revolving Demand Facility (Item IV) <i>Aaron Noga, Audit and Finance Committee Chair</i>	35 <i>Approval</i>
D.	<b>MOTION</b> 2025 Lifecycle Plan <i>Aaron Noga, Audit and Finance Committee Chair</i>	37 <i>Approval</i>
E.	<b>MOTION</b> 2025 Minimum Adjusted Net Financial Assets <i>Aaron Noga, Audit and Finance Committee Chair</i>	38 <i>Approval</i>
F.	<b>MOTION</b> Audit and Finance Mandate <i>Aaron Noga, Audit and Finance Committee Chair</i>	42 <i>Approval</i>
<b>11.</b>	<b>Calgary Public Library Foundation Update</b>	
A.	<b>MOTION</b> Calgary Public Library Foundation Update <i>Tracy Johnson, CEO Calgary Public Library Foundation</i>	<i>Verbal</i>
<b>12.</b>	<b>Board Workplan Review</b> <i>Evan Legate, Board Chair</i>	43 <i>Discussion</i>
<b>13.</b>	<b>Other Business</b>	
<b>14.</b>	<b>In Camera</b>	
<b>15.</b>	<b>Adjournment</b>	



## TREATY 7 LAND ACKNOWLEDGEMENT

With gratitude, mutual respect, and reciprocity, we acknowledge the ancestral home, culture, and oral teachings of the Treaty 7 signatories which includes the Siksika (*Six-ih-gah*) Nation, Piikani (*Bee-gun-knee*) Nation, Kainai (*Gah-nah-wah*) Nation, the Îlethka (*Ee-ith-kah*) Stoney Nakoda Nation, consisting of the Chiniki (*Chi-ni-key*), Bearspaw (*Bears-paw*), and Good Stoney Bands (*Good Stoe-knee*), and the people of the Tsuut'ina (*Sue-tin-ah*) Nation. The City of Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak (*Oh-tay-Pem-soo-wak*) Métis Government, Métis Nation Battle River Territory, Nose Hill Métis District 5 and Elbow Métis District 6.

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

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## 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.

**Unapproved Minutes**  
**Strategy and Community Committee Meeting**  
**Calgary Public Library Board**  
**Online via Microsoft Teams**  
**Tuesday, November 26, 2024**  
**2:00 pm**

**Board in Attendance:**

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

**Regrets:**

Margaret Wu

**Administration in Attendance:**

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

**Guest:**

Raeesa Farooqi, *Service Design Lead*

**1. Treaty 7 Opening**

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

**2. Review of Agenda**

**MOVED** by Al-Karim Khimji that the November 26, 2024 Agenda be approved as presented.

Carried unanimously

### 3. Approval of Minutes

**MOVED** by Al-Karim that the minutes of the September 18, 2024 Strategy and Community Committee meeting be approved as presented.

Carried unanimously

### 4. Business Arising

None.

### 5. Q3 2024 Strategic Scorecard Update

Trevor Myers shared some of the more interesting metrics. There were some dips in activity in some areas but most of them are seasonal (quieter) over the summer months.

**Products** include the categories of Content, Spaces, Experiences, and Tools. Content includes physical circulation, digital circulation, and virtual learning sessions. Both physical and digital circulation are strong. Physical visitation is still increasing almost every quarter and year over year. Compared to September 2019, (which was a benchmark of highest visitation) we are at about 96% of physical visitation.

**Engagement** includes New Membership, Impressions and Engagements on Social Media, Measurements of Repeat Visitors and Dwell Time. There was a 34% increase in outreach and the programs compared to the same quarter last year. 13% of the experiences were outreach and 87% were programs.

Online engagements did decrease but this is a newer metric we are assessing; it is more reactive being based on the impressions and engagements we have across our four social media platforms. There was a big boost last quarter for the Ultimate Summer Challenge.

We acquired 38,000 new members; 82% of those were adults. Despite an outflow of members who have been inactive for 36 months, this still represents an overall increase in the membership base hitting the goal of 800,000 that was set out years ago. By the end of September, it was 818,000 members meaning 59% of Calgarians have a Library card.

Myers said the numbers were strong and positive overall, and it reflected both acquisition and membership retention efforts. He noted that with the cybersecurity incident, we may have a backlog of memberships being purged in Q4.

The rate of change chart shows 3, 6 and 12-month trends, several of them have changed from green to yellow. A heat-map chart will be put together next year comparing all four quarters in this way to give a more nuanced view.

**MOVED** by Al-Karim Khimji that the Q3 2024 Strategic Scorecard be received by the Strategy and Community Committee for information as presented.

Carried unanimously

## **6. Spotlight Report: Digital Equity Plan**

Melissa Legacy presented the Digital Equity Plan. In 2022, Calgary Public Library participated in a project to see what was being achieved in terms of Digital Equity internally and to support the City of Calgary in their efforts too. There is an implementation plan with phased timelines over the next two to three years, with progress to be tracked on Library leadership efforts, organizational policies, processes and practices to achieve greater digital equity for the community.

It was created in response to the benchmarking developed through the ULC's work on Digital Equity and supports the City of Calgary's Digital Equity Strategy.

- Gathering metrics on wait times for public devices is a key feature.
- It promotes digital programs, services and tools in languages spoken in the community.
- Staff training related to Digital Equity will be tracked.
- Patron use of programs and services will also be tracked.

During the discussion committee members noted the importance of aligning the Library's work in this area with the City and other community partners.

Prototype: Skyview was identified as an important testing area for digital equity supports and services and launched shortly before the cybersecurity attack that suspended technology services. Library staff noted that despite this disruption, the space has been popular and well-received within the community.

## **7. Spotlight Report: Newcomer Services**

Raeesa Farooqi introduced herself as the Service Design Lead for Diverse and Inclusive Services, presenting an update on work to progress the Newcomer Services Strategy.

Literacy and language is an area of focus within the strategy. Alberta leads the country in inward immigration from April 2023 to April 2024 and the demand for literacy and language opportunities and support has been growing rapidly. There is currently a one-year waitlist for government funded English language classes in Calgary.

In 2023, over 26,000 people registered for the Library's English Conversation Group program, a six-week series that is available in person and online. Demand is high resulting in long wait lists. However, we also see large numbers of drop-off in attendance throughout the six-week series.



In 2023, only 30% of those registered attended the full course.

Project research showed that advance registration and rigid formats can be a barrier to attendance as some people may be managing work schedules, childcare, job interviews, or housing concerns.

As a result, a prototype was implemented to test if drop-in attendance for English Conversation Group could mitigate cancellations and no-shows.

The prototype tested drop-in vs registered class numbers at Saddletowne, Nose Hill and Shawnessy. All locations showed a higher attendance for the drop-in classes.

Following this, an additional drop-in English practice pilot program was tested at Signal Hill and Shawnessy to further explore the value of informal connection and learning opportunities. In this model, volunteers facilitated small, informal, conversation tables for newcomer visitors of the Library using plain language prompt cards. The focus was on amplifying community connections for English language learners without creating additional barriers. Initial data showed favourable response from staff and participants and it is hoped this model can be expanded next year to more locations.

The question was posed, are there opportunities for very early-stage English learners in terms of online resources? Farooqi answered that yes, there are a lot of digital and self-directed resources. The issue is in helping learners to navigate those resources. This is one of the pillars of the City's Digital Equity Plan.

Legate asked about the age focus – there are many children who do not have English as a first language. It was confirmed that while this project was focused on adults the Library has heard from partners, like the school boards, that more support is needed for children and newcomer youth. This will be a future focus.

**MOVED** by Al-Karim Khimji to accept both Spotlight Reports as information received by the Strategy and Community Committee for information as presented.

Carried unanimously

## **8. Year End Strategy and Community Committee Skills Matrix Assessment**

The Committee has been formed, the skills matrix assessment could be moved to the new year; before the next Organizational meeting in November 2025.

## **9. 2024 Workplan Review and 2025 Recommendations**

With the exception of the deferred skills matrix item, the Committee agreed that the 2024 workplan was completed. After reviewing the proposed 2025 workplan, the Committee did not request changes at this time and confirmed that the first Spotlight Report of the year would be from Indigenous Services.

## **10. Other Business**

None.

## **11. Adjournment**

**MOVED** by Evan Legate that the meeting be adjourned at 2:52pm.

Transcribed by Lisa Minnikin.

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Kate Andrews

Committee Chair

## **CEO Report January 2025**

At the midpoint of our 2023-2026 Strategic Plan, Calgary Public Library is currently at its highest membership (818,000 active members) and staffing numbers (over 840 employees) in its 113-year history and is poised to open several new locations in the coming years.

This exciting time in our organization's history also comes as we complete our recovery following a cybersecurity attack in October 2024 and prepare to serve the rapidly growing population of Calgary. The year ahead promises more change with the Calgary General Election in October and an anticipated Federal election in the coming months, the Library's role as champion for civic engagement and trusted space for respectful dialogue will be more important than ever.

Each January we highlight key projects for Library staff that demonstrate our ability to Run, Grow and Transform library services for our community. This year, a common thread across projects is preparing for growth. This means finding operational efficiencies, driving innovation in all business areas, creating strong connections across our team, and setting a course for a system that will be ready to grow significantly and sustainably in the coming years.

As we set the course for 2025 and beyond, we are finding opportunities for innovation in all that we do, from spaces, to services, to meeting new and evolving community needs so that everyone can realize their potential at the Library.

### **Government Relations**

In November, I joined Chair Evan Legate to attend a special meeting with Minister Ric McIver at the Public Libraries Services Branch (PLSB) in Edmonton to connect with other public library boards and CEOs and provide timely feedback to the Province.

Conversations with Minister McIver also touched on the upcoming provincial budget and the challenges of population growth for operational grants that are based on outdated population data and don't reflect inflationary increases. As a follow-up, Calgary Public Library and Edmonton Public Library provided a letter outlining these concerns and shared appreciation for our ongoing dialogue with the Province around ensuring libraries are resourced effectively to help all Albertans realize their potential.

At year-end we were also relieved to hear that the City of Calgary approved two further years of funding for safety and security measures through the new Civic Partner Community Safety Grant.

I would also like to express my gratitude to our partners at the City of Calgary and the Province for their support during our initial response to and subsequent recovery from the cybersecurity attack.

## **Cybersecurity Incident Response and Recovery**

Following a cybersecurity incident in October 2024, the Library's Technology Team restored more than 2,000 technology systems and devices across our 23 worksites in 10 weeks.

More than 20,000 people use the Library every day in Calgary and bringing back full access as quickly as possible was vital to ensure continued access to digital technology and resources for our community.

As such the Library has completed various improvements to our IT infrastructure, resulting in enhancements to our cyber defenses. We will also be implementing new public desktops in Q1 2025 and new printing software later this year.

While the IT team worked long days to restore public services securely, location staff worked to provide as much service as possible. Staff reported that locations were busy, even before more technology services returned. Coming out of the holiday break, circulation is returning to typical levels.

## **System Developments**

Our members love our eBook and audiobook collection. Libby usage hit a new record in 2024 with over 5 million circulations by 122,718 unique users. eBooks continue to be the most popular format, representing 50% of the total, followed by eAudiobooks at 33% and magazines at 16%. OverDrive notes that Calgary Public Library is one of the top performing public libraries in North America when it comes to Libby app use.

Growth in digital borrowing, continues to grow, particularly for adult fiction. This trend is supported by the marketing impacts of social media on the general public. For the Library, acquiring digital eBooks and audiobooks is more expensive and terms of access are often limited to 24 months or 26 circulations, whichever comes first. This means that users experience longer wait times and lack of availability of exclusive titles. Libraries are at a disadvantage to negotiate more equitable terms with publishers as there is no incentive in terms of profit. Libraries continue to work with national agencies to advocate for better terms, but this work is ongoing.

In 2024, the Library onboarded 1,191 new volunteers and we now have a total of 2,591 volunteers, who contributed approximately 51,943 hours. This is an increase of 8% over the same period last year for both the number of volunteers and total volunteer hours. Library volunteers were 62% youth (ages 12-17) and 38% adult, with the largest category of adult volunteers being in the 18-34 age category (17%).

Age	Volunteers	Percentage
12 to 17	1595	62%
18 to 34	448	17%
35 to 49	236	9%
50 to 64	139	5%
65+	173	7%
Total	2591	100%

Even though youth volunteers made up 62% of the volunteer pool, adult volunteers still contributed more hours overall, with 53% of our total volunteer hours for the year. Staff began placing youth volunteers for January / February programming, and had over 500 placements to fill within Reading Buddies, Coding Buddies, Code Club and Lego Club. Approximately 140 new youth volunteers helped fulfill these needs across the system.

### **Operational Highlights**

The My First Bookshelf program is maintaining a registration capacity of 4,100 active participants. There are currently 643 children on the waitlist. The approximate wait time to be enrolled in the program is 9-10 months and 64 new applications were received in December. Since the program started in November 2020, 1,951 children have graduated from the program and there are 1,609 new members to the Library.

The Homebound Readers program was able to resume as of December 4, 2024, and Program and Volunteer Planning was able to match all waiting readers by December 6, 2024. This program currently has 110 matches. Special Services worked throughout December to address the backlog of holds and standing orders before starting on new orders for readers.

Library Hotline answered a staggering 13,806 phone calls and 942 emails from October 1-December 31. This is a 37% increase in phone calls and a 6.5% increase in emails from the same period in 2023. On October 16, the first day of opening following the cybersecurity incident, staff answered a record-breaking 780 phone calls from the public.

### **Create Purpose Together**

As a trusted space in the community, the Library knows that it will play an important role in supporting civic engagement with the upcoming Calgary General Election and Federal Election. The Library will be developing programs and services to encourage voter awareness and connect community members to correct and timely information. An initial conversation with system librarians will also take place to better understand the needs in various communities. The [Plan My Vote Tool](#), which received an Urban Libraries Council Innovation Award will be reactivated as well to provide timely voter information.

The value of our spaces to teens cannot be overstated. Reports from locations are full of impactful moments and stories of groups of students finding important connections amongst their peers and with Library staff.

A new service that was piloted and expanded in 2024, were Mini Teen Tech Labs. These pop-up activations, located at Forest Lawn, Judith Umbach, and Nose Hill Libraries, invite teens to explore their creative and technology skills through inquiry-based exploration. They can follow their passion or find a new one.

While teens love our spaces, we are also eager to build reading habits and ensure our Collections are engaging for this important audience. In December, staff made acquired titles with teens in mind, including adult titles of interest to young adults, classics that teens read in school, and young adult titles. These will be processed as adult paperbacks to help bolster the young adult collections at Saddletowne, Crowfoot, Country Hills, and Seton.

Most community locations are near secondary schools and find that building strong relationships with local principals and teachers is a critical first step to creating spaces that are important to teen users. In December, the principal at Lester B. Pearson High School reached out to nearby Village Square Library to support their upcoming Literacy Week. The school supports students with a wide range of needs, and Library staff helped create inclusive and inspiring programming. Programming included a teen book talk, a special storytime for [ACCESS and ALP students](#) from children's author Melissa Allan, and a chance to meet Calgary Board of Education Director Lori Cooper. Students asked questions and Allan gifted copies of her book, *Brave Like the Buffalo*. The Library is proud to support special services and adaptive programming for students in these programs.

Teens feeling a sense of belonging in our spaces also creates spontaneous moments of engagement and connection. Crowfoot Library staff have a longstanding tradition of singing carols over lunchtime during the holiday season. This year, staff were amazed to have nearly a dozen teens join in for the festive singing.

### **Champion A Sense of Belonging**

Indigenous Placemaking art was installed at Fish Creek at the end of November. The panels have already become a draw for visitors and staff commented on how much they appreciate this addition to the Library. Artist Stephanie One Spot provided some information about the work, which depicts nearby Wolf Creek (known as Fish Creek) through the seasons. The work includes four vinyl wall decals of wolves that were placed in other areas of the Library to lead visitors to the installation.



The Library is preparing for its fifth round of Indigenous Placemaking. A Call for Artists to submit proposals for Indigenous Placemaking installations at Bowness Library, Southwood Library and Louise Riley Library Early Learning Centre was posted in late January. A call for the selection committee was posted at the same time. The submission deadline for artists is February 28, with works to be completed by December 2025.

A conceptual design for the Louise Riley Early Learning Centre Project was completed in December. The design is guided by a focus on how children learn through the senses of sight, sound, touch and a sense of place.

Calgary Catholic Immigration Society and Immigrant Services Calgary have both signed on to continue the Newcomers Desk service till August 31, 2025. As our recent Newcomers Strategy has highlighted, this is an important resource for the many new Calgarians who consider the Library a critical support as they adjust to and find success in their new home.

For the second year, Calgary Pride brought its all-ages Queerly Festive winter holiday celebration to Central Library in the Patricia A. Whelan Performance Hall and Shaikh Family Welcome Gallery. The evening of December 15 provided an opportunity for over 130 members of the local 2SLGBTQIA+ community without family supports to enjoy holiday festivities in a safe and inclusive environment, and featured a dinner, and performances by local 2SLGBTQIA+ musicians and drag performers.

### **Energize Lifelong Learning**

The Family Reading Pick for 2025 is *Wild Robot* by Peter Brown. Launching in time for Family Literacy Day on January 27, the Family Reading Pick creates space for families to share in a literary adventure alongside other families in Calgary. Classroom teachers are also invited to read the book with their class and download lesson plans from our website. The complimentary booklet invites kids to complete an art activity and bring it in for display at Library locations and to receive a prize.

Virtual School Learning remains a popular and flexible option for teachers in Calgary to provide learning content through the Library. From September to December 2025, 10,600 students from over 380 classes attended a virtual field trip to learn about a range of topics, including media

literacy, stop motion animation, and the latest installment of Caretakers of the Land series that celebrated traditional Inuit games with 9-time Arctic Winter Games sports medalist Danica Taylor.

Locations hosted six of the Readers and Leaders field trips in December, welcoming a total of 303 visitors. Readers and Leaders is a school outreach program delivered in schools across Calgary. In partnership with the Calgary Police Service, Calgary 911, and the Calgary Fire Department, the program aims to explore what it means to be both a reader and a leader. In 2024, 53 classes with nearly 1,400 students took part in this outreach program.

Annual Winter Wonderland programming kicked off at Central and Memorial Park locations with the Mayor's Holiday Storytime, attended by 200 guests of all ages. Throughout the month, visitors to these locations were delighted by stunning holiday displays, movie screenings, sing-a-longs, and visiting hot chocolate and gift-wrapping stations. Staff estimate that over 850 visitors took part in these activities.

Central, Crowfoot, Fish Creek, Seton, and Village Square libraries also hosted New Year's Eve at the Library events that welcomed an estimated 10,000 visitors for an afternoon of family fun that included visits from special characters, face painting, and a DJ dance party with a mock countdown to "midnight".

### **Impact Moments**

A newcomer from the Philippines asked staff at Shawnessy Library about job search resources in the Library. A staff member was happy to help her navigate the systems, including the Job Desk at Central, and help her register for updates on Indeed. She shared that she wanted to work with children as she had been in Early Childhood education in her home country. The staff member encouraged her to volunteer at the Library. Later, they were delighted to see her in attendance for a group onboarding session for Play Champion volunteers. She shared that she would be volunteering in several branches and that she had gotten a job in a wonderful new daycare. She gave the staff member a hug and said she couldn't have done any of this without the Library's help.

The Nose Hill Library ELC and Questionarium are always full of activity:

"I heard some noise and suspected mischief. I went to investigate and found two kids had built with our new wooden blocks, their words: 'a retaining wall with concrete blocks and rebar.' It was genuinely impressive. We went to take a picture but no sooner than they had been built, they were dismantled and transformed into protection from the lava floor...future engineers here. Alberta is calling!"

A quote from a hotline caller following the cybersecurity attack and weekend closure of locations:  
"Our whole family is experiencing library withdrawal!! My daughter had tears in her eyes yesterday when we received the email with the updates, she said 'is it for real mom? are they opening?' This is the best library in Canada! It's our whole life!"



**Unapproved Minutes**  
**Governance Committee Meeting**  
**Calgary Public Library Board**  
**Online via Microsoft Teams**  
**Wednesday, January 08, 2025**  
**5:30 pm**

**Board in Attendance:**

- Dana Saric (Chair)
- Kate Andrews
- Haritha Devulapally
- Gillian Hynes
- Al-Karim Khimji
- Evan Legate
- Aaron J. Noga

**Administration in Attendance:**

- Sarah Meilleur, *CEO*
- Lisa Minnikin, *Executive Assistant*
- Barb Gillard, *Acting Director, Visitor Experience*
- Heather Robertson, *Director, Service Design and Innovation*

**1. Treaty 7 Opening**

Dana Saric respectfully opened the meeting with a land acknowledgment.

**2. Review of Agenda**

**MOVED** by Al-Karim Khimji that the January 08, 2025 Agenda be approved as presented.

Carried unanimously

**3. Approval of Minutes**

**MOVED** by Evan Legate that the October 1, 2024 minutes be approved as presented.

Carried unanimously

**4. Business Arising**

None.

## **5. Mini Moment**

Gillian Hynes voiced her appreciation for the hard work put in to make the Kudos awards and the Indigenous Services Late Lunch with the Elders were such successful events.

## **6. Board Relations**

### **A. Review Organizational Meeting Process**

The Committee discussed the November 6, 2024 Organizational meeting.

Haritha Devulapally and Khimji expressed concerns about succession planning; with one Board member's term expiring in 2025, and six in 2026. There is currently no formal succession planning process noted in Board documents. It was suggested that this could be discussed in camera at the Board Retreat. The Committee did not request any changes to the timing, content, or format of the organizational meeting before it takes place in November 2025.

### **B. Governance Committee Mandate Review**

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

### **C. Review Board Skills Matrix**

Legate requested that cybersecurity be added to the skill set list. It was recognized that, from a Board perspective, bringing on direct expertise to the Board in this area would be challenging and the Board can access Library staff and consultants who bring a high level of expertise here. It was recommended that all Board members should attend the July 2025 Audit and Finance Committee meeting to increase their own knowledge and to refer to the July 2024 Audit and Finance Committee package cybersecurity report for more information.

**MOVED** by Al-Karim Khimji to accept the Governance Mandate and the Board Skills Matrix with the addition of cybersecurity.

Carried unanimously

## **7. Board Self-Evaluation**

### **A. Board Self-Evaluation Survey Results**

The Committee reviewed the results of the 2024 Calgary Public Library Board Self-Evaluation Questionnaire, including trends, themes, and direct comparison to results captured in 2023. Nine Board members participated from a possible ten, up from six participants the previous year. Highlights from the discussion included:

- Noted for further consideration were comments about Board members deputizing or being alternates for Chairs, with a view to stepping up into leadership positions.
- Overall, Board members feel adequately prepared to undertake advocacy on behalf of the Library.

- The two questions on intellectual freedom both scored 4.8 out of 5; understanding the principles, fostering and protection of intellectual freedom. There was agreement that this was a strong ranking for the first survey response on this topic.
- There is a desire to further clarify the Board role in Reconciliation. Legate highlighted the Library's positive momentum with Truth and Reconciliation and mentioned the 4 Seasons of Reconciliation training that Board members were encouraged to attend in December.
- There was a desire to create more space for discussion as a Board and between the Board and Administration.
- Appears to be interest in expanding Board development opportunities.
- Some of the answers to the questions seemed to show a difference in interpretation. Four out of five might seem very high to one person but not to another, the comments are useful for greater insight.

From results analysis, four of the most impactful themes were selected for a deeper dive.

- 1) *Attendance*
- 2) *Skills Development*
- 3) *Space for Discussion*
- 4) *Truth and Reconciliation*

It was suggested by the committee that the main themes be considered for the in camera part of the Board retreat.

*Al-Karim Khimji left the meeting at 6:01pm*

**MOVED** by Haritha Devulapally that Kate Andrews will take the four themes to the Retreat Planning Committee for consideration in Board Retreat planning.

Carried unanimously

## **B. Exit Interview Results**

An exit interview will be set soon for Kourtney Penner whose term ended October 2024. Saric and Legate will report back.

## **8. Governance Committee Workplan Review**

The Committee did not request any changes to the Workplan.

## **9. Other Business**

None.

## **10. Adjournment**

**MOVED** by Haritha Devulapally that the meeting be adjourned at 6:10pm.

Transcribed by Lisa Minnikin.

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Dana Saric  
Committee Chair

**Unapproved Minutes**  
**Strategy and Community Committee Meeting**  
**Calgary Public Library Board**  
**Online via Microsoft Teams**  
**Wednesday, January 15, 2025**  
**5:30 pm**

**Board in Attendance:**

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

**Regrets:**

- Crystal Manyfingers

**Administration in Attendance:**

- Sarah Meilleur, *CEO*
- Mary Kapusta, *Director, Communications and Engagement*
- Lisa Minnikin, *Executive Assistant*
- Paul Lane, *Director, Strategy and Planning*
- Barb Gillard, *Acting Director, Visitor Experience*
- Trevor Myers, *Business Analyst*
- Heather Robertson, *Director, Service Design and Innovation*

**1. Treaty 7 Opening**

Al-Karim Khimji respectfully opened the meeting with a land acknowledgment.

**2. Chair's Opening Remarks**

Kate Andrews welcomed everyone to the first meeting of the new Strategy and Community Committee of 2025.

**3. Review of Agenda**

**MOVED** by Al-Karim Khimji that the January 15, 2025 Agenda be approved as presented.

Carried unanimously

**4. Approval of Minutes**

**MOVED** by Al-Karim Khimji that the minutes of the November 26, 2024 Strategy and Community Committee meeting be approved as presented.

Carried unanimously

## 5. Business Arising

None.

## 6. Q4 2024 Strategic Scorecard Review

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

Myers cautioned that the Q4 results were impacted by the cybersecurity attack and should be viewed with that in mind. Data collection was limited during the initial response and recovery period. Also, many services and programs were significantly modified and / or offered intermittently from October 11 to year-end. 12 measures were reported, 7 were red, which indicates a decreasing trend or concern.

Physical circulation dipped considerably but was impacted by the temporary suspension of returns. Digital services were captured and were quite strong, only a little lower than Q3.

People counters were non-operational and so statistics for physical visits were extrapolated from other data points and services to 1.46 million physical visits. Median dwell time at locations was down, likely due to the reduction in services being offered.

Coming into Q4, the Library was preparing for record high numbers in several measures. Despite the impacts of the cybersecurity attack, the Library still had overall increases for 2024 in experiences, online engagement, and purpose.

Experiences were a little lower than the previous quarter, but higher by 18% for the year compared to 2023.

Online engagement for 2024 remained strong; 5% higher for the quarter than the previous year, and trending upwards over the 3, 6 and 12 month periods.

New membership for the quarter was down, however active membership remained high at 818,000, with a slight increase of 600.

A heat map comparing the rate of change over the year showed a lot of growth in the first three quarters, with most measurements significantly lower in Q4 which was expected. A heat map shows the rate of change; without the cybersecurity attack, it is anticipated 2024 would have showed increases from 2023.

Overall membership satisfaction went down but was still very high at 91% relative to 96% at the beginning of the year. The survey was conducted in November when the cybersecurity attack had already made an impact on services.

The question was posed as to how the metrics will work comparing Q4 2024 to Q4 2025 given the data collection gap. The best way to do that will be reviewed over the next 12 months. The Board will be asked for input as the year progresses.

**MOVED** by Margaret Wu That the Strategy and Community Committee receive this report,

*Strategic Scorecard Update for Q4 2024*, for information and discussion.

Carried unanimously

## **7. Attendance and Engagement**

Kate Andrews led a discussion on adjusting committee meeting times to support attendance and engagement. The Committee approved adjusting meetings to run from 3:00 – 4:00 pm on the same dates as previously identified.

## **8. Board Retreat Planning Update**

Andrews and Khimji provided a brief update from the Board Retreat Planning Committee. The 2025 Board Retreat will take place on the morning of Saturday, May 24. While programming for the day is still in development, the Committee is prioritizing an in-camera discussion, conversations regarding the strategic plan, and team building.

## **9. Community Library Liaisons**

Mary Kapusta reviewed the Community Library Liaisons report. While there are no new public Board Members this year, Committee members expressed a desire for assignments to change to encourage broader system knowledge.

## **10. 2025 Strategic Project Highlights**

Sarah Meilleur presented the 2025 Strategic Project Highlights that will advance the objectives of the 2023-2026 Strategic Plan.

Heading into 2025, the organization is preparing for growth with operational plans for new locations being implemented in 2026. With four new locations to open in the coming years, this is the biggest system growth in the shortest time frame in the system's history.

The Library is midway through the 2023-2026 Strategic Plan. Priorities for 2025 are Get Ready for Growth, Better Business and Staff Engagement. Get Ready for Growth is focused on all the activities and projects to get ready for the new libraries coming online towards the end of this strategic plan cycle. Better Business includes an eye on efficiency and improved processes to serve our ever-increasing number of members across more locations. Improving processes and performance will help us to service more members while maintaining high standards.

Staff engagement is another key area this year. We are at over 840 employees and with new locations opening, the Library will have over 1,000 employees in a few years. Investing in staff means ensuring they have what they need to create great experiences for the community.

With a focus on Strategic plan priorities of Create Purpose Together, Champion a Sense of Belonging, and Energize Lifelong Learning there are a variety of projects that fulfill these objectives.

There will be a federal and municipal election this year; the Library will have an important role to play in helping the community understand what each level of government does and encouraging

civic engagement.

The Library continues to be guided by its commitment to Truth and Reconciliation and it will maintain and enhance a range of programming, including annual events for National Indigenous History Month and the National Day for Truth and Reconciliation and Placemaking.

The Signal Hill Outdoor Early Learning Centre and Louise Riley Early Learning Centre projects are advancing to the design stage and will be built in 2025.

Research is also being done to inform the next Strategic Plan, the City has asked for timelines to be earlier than in previous budget cycles. There may be an opportunity to provide the Committee with an additional Spotlight Report later this year around research to support planning.

Four topics were proposed for the 2025 Spotlight Reports:

1. **Truth and Reconciliation**
2. **Collections**
3. **Civic Engagement**
4. **Lifecycle Updates and Planning**

The Collections update is timely as digital materials have increased in cost to the highest on record. The strength of the US dollar is also impacting the book buying power of the Library and more active members puts increased pressure on our collections.

The Committee agreed the four Spotlight Reports were the right ones to bring forward. The Committee also discussed the value of Spotlight Reports for all Board Members and requested that presentations be scheduled at the beginning of Committee meetings to encourage other Board Members to attend a portion of the meeting to hear them.

**MOVED** by Evan Legate that the Strategy and Community Committee recommend that the Calgary Public Library Board receive this report, 2025 Strategic Workplan Highlights, for information and discussion.

Carried unanimously

## **11. Strategy and Community Committee Mandate Review**

The Committee reviewed the mandate and directed Administration to adjust wording on item i. to remove "recommend and".

**MOVED** by Kate Andrews that the Strategy and Community Mandate be recommended to the Board for approval.

Carried unanimously

## **12. Workplan Review**

The Committee reviewed the workplan for the year. The number of Spotlight Reports will be adjusted to five in total for the year with the understanding that the Committee can add additional reports if required. Four Spotlight Report topics were approved, with the fifth topic to be confirmed later. The confirmed Spotlight Reports are Truth and Reconciliation, Collections,



Civic Engagement, and Lifecycle Updates and Planning. An updated workplan will be provided at the next meeting.

### **13. Other Business**

None.

### **14. Adjournment**

**MOVED** by Kate Andrews that the meeting be adjourned at 6:35 pm.

Transcribed by Lisa Minnikin.

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Kate Andrews  
Committee Chair

**Calgary Public Library Board  
Strategy and Community Committee  
Community Library Liaisons  
January 29, 2025**

**Proposed Community Library Liaisons**

2024-2025 Community Library Liaisons				
Service Delivery Leadership	Community Libraries	Address	2023-2024 Board Liaison	Proposed Board Liaison <sup>1</sup>
Shauna May	Nose Hill	1530 Northmount Dr NW	Margaret Wu	Dana Saric
	Signal Hill	5994 Signal Hill Centre SW		
Brin Bugo	Bowness	6532 Bowness Rd NW	Aaron J. Noga	Crystal Manyfingers
	Crowfoot	8665 Nose Hill Dr NW		
	Rocky Ridge	11300 Rocky Ridge Rd NW		
Donna Bedry	Giuffre Family	3223 14 St SW	Haritha Devulapally	Aaron J. Noga
	Louise Riley	1904 14 Ave NW		
	Nicholls Family	1421 33 St SW		
Sara House	Central	800 3 St SE	Gillian Hynes	Kate Andrews
Sarah Stephens	Memorial Park	1221 2 St SW		
Jennifer Waugh	Fish Creek	1161 Bonaventure Dr SE	Al-Karim Khimji	Gillian Hynes
	Quarry Park	108 Quarry Park Rd SE		
	Southwood	924 Southland Dr SW		
Shannon Slater	Forest Lawn	4807 8 Ave SE	Crystal Manyfingers	Al-Karim Khimji
	Saddletowne	150 7555 Falconridge Blvd NE		
	Village Square	2623 56 St NE		
Evette Berry	Seton	4995 Market St SE	Kate Andrews	Haritha Devulapally
	Shawnessy	333 Shawville Blvd SE		
Mary Graham	Country Hills	11950 Country Village Link NE	Dana Saric	Margaret Wu
	Judith Umbach	6617 Centre St N		
	Sage Hill	19 Sage Hill Passage NW		

More information about [Community Library Liaisons](#) is included in the Board Handbook under Advocacy and Fundraising.

<sup>1</sup> City Councillor Board members maintain ongoing connections with the Libraries located within their respective wards. Board Chair will not be a community library liaison in 2024-2025.

**Strategy and Community Committee  
Mandate and Description  
January 15, 2025**

**Purpose and Role**

On behalf of the Board, the Strategy and Community (S&C) Committee stewards the creation of Calgary Public Library's strategic plan and conducts the ongoing review and evaluation of administration's strategic initiatives to achieve the Library's mission, vision, and values. The Committee also serves as a primary conduit/forum for Board members to learn about and be engaged in the work of the Library.

**Mandate**

The specific responsibilities of the Strategy and Community Committee are:

- i. To ~~recommend and~~ steward the strategic planning process throughout its lifecycle and to provide a forum for reporting on progress towards achievement of the Strategic Plan.
- ii. To provide Senior Administration with both proactive and responsive strategic thinking, risk analysis, guidance and support in all areas related to strategy and community.
- iii. To plan and organize an annual board retreat.
- iv. To support advocacy initiatives.
- v. To review Library Fees and Hours of Opening on behalf of the Board.
- vi. Other duties and responsibilities as assigned by the Board.

**Unapproved Minutes**  
**Audit and Finance Committee Meeting**  
**Calgary Public Library Board**  
**Online via Microsoft Teams**  
**Wednesday, January 22, 2025**  
**5:30 pm**

**Board in Attendance:**

- Aaron J. Noga (Chair)
- Al-Karim Khimji
- Evan Legate
- Crystal Manyfingers
- Dana Saric
- Evan Spencer
- Margaret Wu

**Regrets:**

- Haritha Devulapally

**Administration in Attendance:**

- Sarah Meilleur, *CEO*
- Katrina Ducs, *Financial Services and Procurement Lead*
- Barb Gillard, *Acting Director, Visitor Experience*
- Chae Jun, *Controller*
- Paul Lane, *Director, Strategy and Planning*
- Trevor Myers, *Business Analyst*
- Lisa Minnikin, *Executive Assistant*

**1. Treaty 7 Opening**

Aaron J. Noga respectfully opened the meeting with a land acknowledgment.

**2. Review of Agenda**

**MOVED** by Al-Karim Khimji that the January 22, 2025 Agenda be approved as presented.

Carried unanimously

**3. Approval of Minutes**

**MOVED** by Evan Legate that the minutes of the October 23, 2024 Audit and Finance Committee meeting be approved as presented.

Carried unanimously

#### 4. Business Arising

None.

#### 5. Reserve Policy Discussion

Paul Lane introduced the discussion, explaining how the Board maintains financial liquidity, and gave context to the proposed changes to policies.

In the fall, a new Board policy was approved that delegates to the CEO discretion over financial liquidity. The proviso is that the Reserve Policy be reviewed at least annually by the Board. The Revolving Line of Credit Policy will be withdrawn if all other motions are approved in this Committee.

In addition, an administrative policy proposing how to manage liquidity risk would mean withdrawing the Operating Reserve Policy that sets the requirement for an operating reserve at \$3 million and replace it with a Minimum Adjusted Net Financial Assets Balance.

Rather than having a dedicated reserve, the policy will target 8% cash or near cash is available to cover cash requirements at any time.

**MOVED** by Dana Saric that the Audit & Finance Committee receive the updated Reserve Policy report for information and discussion.

Carried unanimously

#### 6. Q4 2024 Risk Register Review

Trevor Myers presented highlights from the Q4 2024 Risk Register report.

The report has three categories: Relevance, Operations and Security.

**Relevance** assesses the risk that community indifference negatively impacts ability to improve the quality of life in Calgary through Library services. There were 818,600 active Library members, meaning 59% per capita of the population in 2024, 2% higher than 2023.

A slight dip in Library satisfaction was expected with the disruption in services due to the cybersecurity attack. Applications to volunteer are up 20% in 2024 from 2023.

**Operations** includes building visits, website visits and staff turnover.

Total Library visits were extrapolated from Aislelabs data due to the unavailability of the usual foot traffic counts between mid-October to mid-December. Figures indicate there were 1.48 million visits in Q4, with an overall annual increase of 4% over 2023 with 7.05 million visits for 2024.

Lower website traffic was observed for Q4 due to the restriction of services, including members not being able to access their accounts or register for programs, due to the cybersecurity attack.

**Security** highlights that community library incidents decreased 47% compared to the last quarter and 64% compared to Q4 of 2023.

Central Library observed a 29% decrease in incidents compared to last quarter and a 36% decrease compared to Q4 2023. The reductions can be attributed to the decrease in visits; and the unavailability of services, including technology such as computers and Wi-Fi during the cybersecurity incident.

A rate of change heatmap compares 3, 6 and 12 month data. The data for Q1 is expected to trend positively now that services have resumed.

Staff Engagement is a missing measure because the planned survey was delayed due to the cybersecurity attack. This will be provided in future reporting.

**MOVED** by Margaret Wu that the Audit & Finance Committee receive this report, *Risk Register Update for Q4 2024*, for information and discussion.

Carried unanimously

## **7. Finance Update**

### **A. 2025 Budget Report, B. 2025 Lifecycle Workplan, C. 2025 Revolving Demand Facility, D. 2025 Minimum Adjusted Net Financial Assets Balance**

Chae Jun presented the 2025 Budget Report. The increase in budget from the City of Calgary is largely due to CUPE increases. An overall budget deficit of \$7.5 million is shown, \$5.5 million of that is amortization, which is not cash but a reflection of the depreciation in value of tangible capital assets. 2024 surplus is reflected in expenses in the 2025 budget. The City has committed to operating grant increases when the new building projects complete, which are expected to impact the 2026 budget.

The cost of the cybersecurity incident is mainly represented in IT and the operating budget. When all the costs are complete that figure will be reported to the Board.

Chae Jun presented highlights from the 2025 Operating Budget as the Library enters the third year of the City of Calgary's 2023-2026 budget cycle.

The City lifecycle plan is \$4.5 million for 2025.

**MOVED** by Evan Legate that the Audit and Finance Committee recommend that the Calgary Public Library Board approve the 2025 Operating Budget, the 2025 Lifecycle Workplan, the 2025 Revolving Demand Facility and the 2025 Minimum Adjusted Net Financial Assets Balance as presented.

Carried unanimously

## **8. Committee Reporting Review**

Noga asked that members of the Committee consider if changes to reporting should be made. No additions or changes to reporting are needed currently.

## **9. Committee Mandate Review**

The Committee reviewed its mandate and proposed the addition of Cybersecurity to the last line.

**MOVED** by Evan Legate that Cybersecurity be added to the Committee Mandate and brought to the Board for approval.

Carried unanimously

## **10. Workplan Review**

Administration confirmed the preparation for the presentation to the City's Audit Committee is on the workplan for both April and July, as the timelines have not yet been confirmed.

The Committee reviewed the workplan and confirmed no changes were needed at this time.

## **11. Other Business**

None.

## **12. Adjournment**

**MOVED** by Margaret Wu that the meeting be adjourned at 6:33 pm.

Transcribed by Lisa Minnikin.

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Aaron J. Noga  
Committee Chair

**Report to the  
Calgary Public Library Board  
Audit and Finance Committee  
Risk Register Update for Q4 2024  
January 22, 2025**

**I. ALIGNMENT**

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q4 2024.

**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 risk areas 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.

**III. COMMENTARY**

The Rate of Change table presented below contains the high-level value of the item and the 3-month, 6-month and 12-month rates of change for each. It is this rate of change that informs Administration's view on the degree of concern for each risk measure, as summarized in the Status column.

The cybersecurity attack that occurred in October 2024 significantly impacted Library operations for several months, with services initially halted and then reintroduced at staggered intervals. The ability to accurately collect service statistics was also affected by the cybersecurity attack, with location visits and security incidents most impacted by this limitation. Confidence level in data is lower than typical due to these factors.



Risk Measure	Current	Status	12 Month Trend	6 Month Trend	3 Month Trend
Active Membership	59%	Green	↑ 3%	↑ 1%	→ 0%
Volunteer Support	1044	Yellow	↑ 1%	↓ -36%	↓ -37%
Library Satisfaction	91%	Yellow	↓ -3%	↓ -5%	Semi-Annual Measures
Quality of Life	64%	Red	↓ -7%	↓ -4%	
Staff Engagement	69%	Yellow	↓ -9%		
Location Visits	***	Red			
Website Visits	0.99m	Red	↓ -28%	↓ -33%	↓ -28%
Staff Turnover	1.97%	Yellow	→ 0%	→ 0%	↓ -3%
Community Library Incidents	0.3	Green	↓ -58%	↓ -58%	↓ -66%
Central Library Incidents	5.6	Green	↓ -8%	↑ 33%	↓ -10%
Cybersecurity	***	Red			
Crime Index (East Village)	1780	Yellow	↓ -19%	↓ -8%	↑ 7%

Yellow status items are risks with an absolute value, or a weakening trend, that indicate that progress is not meeting expectations.

Both volunteer support and Library satisfaction moved from green to yellow this quarter; the former being a seasonal trend with Q4 volunteer applications typically lower, the latter likely due to service interruptions based on the cyber attack. The people counter software used for tracking in person location visits was disabled throughout much of Q4. As such, an accurate visit count cannot be reported at this time. An updated visit count for Q4 will be noted in a subsequent report, provided an accurate estimate can be achieved. Website traffic decreased this quarter due to the service interruptions and pausing of library services. Community Library and Central Library security incidents both moved into the green status this quarter. It is important to note that incident reporting software was unavailable throughout much of this quarter, contributing to a steep reduction in total documented incidents. This limitation affected community libraries more heavily, as Central security staff were able to track incidents internally. Central Library also saw a significant decrease in incidents when public wi-fi and computers were unavailable. In light of the cybersecurity attack, the cybersecurity measure is currently being investigated, and will be reintroduced at a later date.

#### IV. RECOMMENDATION

That the Audit & Finance Committee receive this report, *Risk Register Update for Q4 2024*, for information and discussion.

Trevor Myers  
Business Analyst, Strategy & Planning

**Report to the  
Calgary Public Library Board  
Audit and Finance Committee  
January 22, 2025**

**2025 Budget Presentation**

## **I. PURPOSE**

This report to the Calgary Public Library Audit and Finance Committee reviews the recommended operating budget, the lifecycle workplan, the Minimum Adjusted Net Financial Assets Balance for 2025, and confirms the level of credit facility.

## **II. BACKGROUND**

As of November 21, 2022, City Council approved the City's 2023 – 2026 Service Plans & Budgets, which included funding for library services. The Calgary Public Library's (The Library) role as a key partner in service delivery remains central to achieving the City's vision and strategic goals.

2025 marks the third year of the four-year strategic cycle focused on **safety, connecting communities, and expanding organizational capacity** to support the opening of new branches and an ever-growing user base. Additionally, recovery efforts following the Q4 2024 cybersecurity breach have been successful, and the Library is operating at full capacity, prepared to achieve the goals outlined in this strategic plan.

## **III. BUDGET IMPLICATIONS FOR STRATEGIC PLAN AND RISK ASSESSMENT**

### **Service Increases and Operating Impact**

2025 represents the third year of the City's 2023 – 2026 budget cycle. The approved budgetary framework also includes the City's one-time funding programs:

- **Community Engagement and Outreach:** Continuing implementation of outreach programs targeting diverse demographics and unique community needs. \$0.7M of the funding for these programs (2023: \$1.01M, 2024: \$0.88M, and \$2025: 1.09M) are allocated to outreach programs in this budget.
- **Safety Initiatives:** Ongoing one-time safety and security funding of \$0.75M for staff and patrons.

### **Inflation and Additional Increment**

- \$0.8M of non-salary inflationary increase is included.
- The Province's per capita grant remains unchanged, based on the 2019 population base.
- Union salaries and benefits adjustments account for \$2.1M.

The Calgary Public Library Foundation's grant for 2025 is based on pledged donor contributions and will support key programs and services.

### **Cybersecurity Resilience and Risk Management**

While the Q4 2024 cybersecurity breach presented operational challenges, prompt recovery measures ensured minimal long-term disruption. Lessons learned have been integrated into enhanced cybersecurity protocols, supported by targeted investments in IT infrastructure and staff training. Risk assessment

processes continue to focus on mitigating future vulnerabilities while maintaining service delivery and financial stability.

#### **IV. CREDIT FACILITY**

The Library maintains a \$5.45M unsecured revolving demand facility provided by the Royal Bank of Canada, initially approved in May 2019 at \$4.5M and increased in July 2023 by \$0.95M. This facility ensures sufficient liquidity to cover up to 150% of monthly salary and benefit expenses and safeguards normal Library operations from cash flow timing issues. The Audit and Finance Committee reviews the appropriateness of this credit facility annually.

#### **V. CONCLUSION**

The 2025 operating budget and lifecycle workplan align with the Calgary Public Library's Strategic Plan for 2023 – 2026 and the City's "One Calgary" vision. Recovery from the cybersecurity breach underscores the Library's resilience and readiness to meet future challenges. The Library remains committed to advancing its strategic priorities—promoting safety, connecting communities, enhancing outreach, and expanding capacity—while contributing to the community's overall well-being.

#### **VI. RECOMMENDATION**

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

1. The 2025 Operating Budget and Lifecycle Workplan as presented in Attachment 1 and 2.
2. The current \$5.45M revolving demand facility.

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

- The Minimum Adjusted Net Financial Asset balance.

#### **ATTACHMENTS**

1. 2025 Operating Budget
2. 2025 Lifecycle Work Plan
3. 2025 8% Adjusted Operating Expenses and Adjusted Net Financial Assets Trend

2025 Operating Budget  
Statement of Operations and Accumulated Surplus

Attachment 1

('000)

	2024 Budget	2024 Projected Actual	2025 Budget	Note
<b>REVENUES</b>				
City of Calgary	58,856	60,794	61,553	1
Province of Alberta	7,221	7,222	7,221	
Rent	216	208	239	
Investment and other revenue	1,493	1,937	1,497	
Grants and sponsorships	2,038	1,855	2,815	
<b>Total revenues</b>	<b>69,824</b>	<b>72,016</b>	<b>73,325</b>	
<b>EXPENSES</b>				
Salaries and employee benefits	44,304	45,206	47,610	
Collections	6,857	6,914	7,051	2
General operating	11,896	10,785	12,215	
Building and equipment	6,767	5,523	6,370	
Occupancy Costs	1,964	2,008	2,034	
Amortization	5,546	5,458	5,498	
<b>Total expenses</b>	<b>77,334</b>	<b>75,893</b>	<b>80,777</b>	
<b>DEFICIENCY OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:</b>	<b>(7,510)</b>	<b>(3,877)</b>	<b>(7,452)</b>	
Transfer between lifecycle and operating	1,872	76	1,709	
Transfer from prior years surplus	1,824	1,824	1,736	3
Prior years surplus	3,317	3,299	6,299	
Restricted operating reserve	3,000	3,000	0	4
Transfer to asset management lifecycle	(225)	(225)	(225)	
Transfer to TCA books	(1,506)	(1,519)	(1,266)	2
Add back amortization	5,546	5,458	5,498	
<b>EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL</b>	<b>6,317</b>	<b>8,035</b>	<b>6,299</b>	
Less prior years surplus	(3,317)	(3,299)	(6,299)	
Less restricted operating reserve	(3,000)	(3,000)		
<b>EXCESS BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL</b>	<b>0</b>	<b>1,736</b>	<b>0</b>	
Government transfers for capital	5,703	5,272	4,973	5
Amortization	(5,546)	(5,458)	(5,498)	
Transfer to TCA books	1,506	1,519	1,266	
Add back transfer to asset management lifecycle	225	225	225	
Less transfer between lifecycle and operating	(1,872)	(76)	(1,709)	
Less transfer from prior surplus	(1,824)	(1,824)	(1,736)	
<b>CHANGE IN ACCUMULATED SURPLUS</b>	<b>(1,807)</b>	<b>1,395</b>	<b>(2,479)</b>	
<b>ACCUMULATED SURPLUS, beginning of year</b>	<b>50,395</b>	<b>50,377</b>	<b>51,772</b>	
<b>ACCUMULATED SURPLUS, end of year</b>	<b>48,588</b>	<b>51,772</b>	<b>49,293</b>	

Notes

- 1 2025 Budget includes \$2M CUPE increase, \$0.75M Safety Grant, \$0.8M inflationary increase, and \$0.7M projected One-Time funding spending.
- 2 Total Collections budget is \$8.3M. \$1.3M of TCA books was included for Excess Before Amortization and Government Transfers for Capital.
- 3 \$1.74M transfer from 2024 surplus to fund the 2025 operating budget deficit.
- 4 Starting 2025, replacing the Operating Reserve with Minimum Adjusted Net Financial Assets.

	Year 2025
Funding Source	('000)
Carry Forward Funds	
Library fund opening balance	1,286
City Lifecycle	431
Asset Management	1,350
<b>Sub Total</b>	<b>3,067</b>
Current Year Funds	
Asset Mgmt. from Library operating budget	225
City Lifecycle	4,542
Foundation Grant- SIG ELC	350
<b>Sub Total</b>	<b>5,117</b>
<b>Total Funding Available</b>	<b>8,184</b>
<b>Spending Profile</b>	
Projects	
Building	3,481
Furniture & Equipment	300
Information Technology	1,350
Vehicles	120
Collections	500
<b>Total Spending Profile</b>	<b>5,751</b>
Asset Management	1,575
<b>Net Funds Available</b>	<b>858</b>

Report to the  
Audit & Finance Committee  
Board  
January 22, 2025

**Replacement of Existing Reserve Policies with the New Administrative Capital Reserve  
and the Minimum Adjusted Net Financial Assets Balance Policies**

**I. PURPOSE**

The purpose of this report is to provide the Audit & Finance Committee with the information of the new Administrative Capital and the Minimum Adjusted Net Financial Assets Balance policies that will replace the previously approved reserve policies. These new administrative policies provide clearer guidance on managing financial reserves to ensure the organization's long-term financial sustainability, greater accountability, and better risk management.

**II. BACKGROUND AND PREVIOUS DIRECTION**

Library currently maintains two key financial reserves to safeguard against operational and capital expenditure needs:

- **Capital Reserve:** The Capital Reserve is intended to cover future capital expenses related to asset replacement, building renovations, vehicles, and equipment. It also supports upgrades in automated services. The projected Capital Reserve balance as at December 31, 2024 is \$2.4M, consisting of \$1.1M in unrestricted funds and \$1.3M in restricted funds for asset management. This amount has remained stable over the past few years because historically The City has been funding Library's capital projects. Since 2016, contributions to the Capital Reserve have decreased significantly, except for the ongoing annual \$0.23M allocation from the City for asset management as part of the annual operating budget.
- **Operating Reserve:** Established by the Board in 2021 with an initial balance of \$3.0M, this reserve provides a financial cushion to meet operating budget needs. It supplements Library's working capital and can be accessed when additional cash flow is needed for Board-authorized programs and services. However, the Operating Reserve is not intended to cover long-term or permanent income shortfalls.

Additionally, the Board has approved a demand operating line of credit up to 150% of salary and benefit expenses. Currently, Library has an unsecured revolving credit facility of \$5.45M, with a balance of \$nil as of December 31, 2024.

While these reserves and credit facilities help manage capital projects and unexpected situations, they do not provide clear guidance on the minimum cash and near-cash balances needed to maintain ongoing operations and programs over a specific period. This has created the need for more structured reserve management.

### III. SIGNIFICANT CHANGE

The new **Administrative Capital Reserve Policy and Minimum Adjusted Net Financial Assets Policy** are designed to replace the existing Capital and Operating Reserve policies, providing more detailed and structured management processes for Library's financial reserves.

- **Capital Reserve:** While the Capital Reserve will continue to be used for capital expenditures, the restricted Asset Management funds provided by The City will remain segregated and used exclusively for building lifecycle assessments and necessary safety upgrades. The new policy will formalize this restriction, ensuring clear oversight into how the funds are utilized.
- **Minimum Adjusted Net Financial Assets Balance:** The new policy establishes stricter guidelines for maintaining liquidity. Minimum cash and near-cash balances, measured by the Minimum Adjusted Net Financial Assets balance (Net Financial Assets less Capital Reserve) will be introduced to ensure stability in Library's day-to-day operations. It is important to consider timing differences between incurred expenses and the receipt of funds from The City's capital and operating budgets. The policy will require maintaining a balance equivalent to at least 8% of the adjusted annual operating budget (excluded capital transfer, one-time funds, and amortization), effective on January 1, 2025. This ensures that Library can continue to operate smoothly during unforeseen catastrophic events, providing up to four weeks of operational coverage. If the balance falls below the minimum threshold, the CEO, in consultation with the Executive Leadership Team (ELT), will develop and implement a replenishment plan to restore the balance within a specified timeframe.

### IV. RISK ASSESSMENT

Managing financial reserves in a dynamic environment carries inherent risks, which must be carefully monitored. The following recommendations will strengthen Library's risk management:

#### **Risk of Financial Shortfalls:**

- To mitigate risks associated with cash shortfalls, the CEO and the ELT perform regular reviews of financial forecasts, including potential budget constraints, revenue variability, and the timing of City contributions. Establishing a consistent review process allows Library to anticipate financial gaps and take corrective actions in advance.

#### **Capital Project Risk:**

- Capital projects often span multiple years, and unforeseen delays or cost overruns could put pressure on reserves. Library integrates capital project risk assessments into its regular financial planning, ensuring that adequate reserves are set aside for such contingencies. The Asset Management funds restricted for lifecycle assessments and safety upgrades are monitored closely and separately within the Capital Reserve to avoid underfunding critical infrastructure needs.

### **Operating Liquidity Risk:**

- The new Minimum Adjusted Net Financial Assets policy sets a minimum balance level of 8% of the adjusted operating expenses budget that excludes the capital transfers, any one-time funding, and the amortization. It will ensure there is flexibility to allow cash balances to fluctuate above this minimum, particularly in periods of increased uncertainty or heightened financial risk. Holding less than the minimum balance should only be considered after thorough evaluation of financial projections, capital commitments, and operational cash needs. The CEO in consultation with the ELT ensure that capital projects are completed on time and that funds are available for large or unexpected expenses.

### **Catastrophic Event Contingencies:**

- Library must be prepared for catastrophic events, such as economic downturns or unexpected regulatory changes, that could impact revenue streams. To address this, the CEO reviews the balances of reserve and the net financial assets along with the existing unsecured revolving credit facility regularly under different economic scenarios, ensuring that the levels of the Capital Reserve, Minimum Adjusted Net Financial Assets and the credit facility are sufficient to meet operational needs during major disruptions.

The CEO will review the adequacy of the Capital Reserve and the Minimum Adjusted Net Financial Assets levels, as well as the credit facility, and report annually to the Audit & Finance Committee unless the Board decides otherwise. If necessary, a revised administrative policy may be recommended.

## **IV. RECOMMENDATION**

That the Audit & Finance Committee receive this report for information and discussion.

Prepared by Chae Jun, Controller

## **APPENDIX**

8% Adjusted Operating Expenses and Adjusted Net Financial Assets Trend Schedule



## 8% Adjusted Operating Expenses &amp; Adjusted Net Financial Assets Trend Schedule

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	Budget 2025	Projected Actual 2024	2023	2022	2021	2020	2019
At Dec 31							
Total Operating Expenses	80.4	75.9	73.0	70.5	66.1	63.0	69.4
Less							
Transfer from Capital Reserve	1.7	1.1	1.9	1.2	0.5	0.5	1.2
One-time funding	1.5	2.7	0.3	-	-	-	-
Amortization	5.5	5.5	5.4	6.0	6.2	6.3	6.7
Adjusted Operating Expenses	71.7	66.6	65.4	63.3	59.4	56.2	61.5
8%	5.7	5.3	5.2	5.1	4.8	4.5	4.9
Net Financial Assets	7.7	7.8	8.0	7.4	6.3	5.1	4.0
Less							
Capital Reserve	2.0	2.4	2.7	3.0	2.0	2.0	1.6
Adjusted Net Financial Assets	5.7	5.4	5.3	4.4	4.3	3.1	2.4
Difference (-)	0.0	0.1	0.1	-0.7	-0.5	-1.4	-2.5

## Audit & Finance Committee Mandate

Proposed January 22, 2025

The Audit & Finance Committee reports to the Board and monitors the financial performance of the Library. The Committee reviews and recommends to the Board on matters of finance, financial results, risk and audit, including but not limited to the following:

1. Quarterly unaudited financial statements and accompanying notes
2. Annual audited financial statements and accompanying notes
3. Annual budget and quarterly forecasts, as well as variances of actual results to budget and forecasts
4. Quarterly risk register and annual heat map
5. To approve the external audit plan and recommend the results of the external audit plan to the Board
6. Relevant Board policies, and adherence to such policies
7. Insurance
8. Operational audits as required
9. Any action required to ensure the financial sustainability of the Library
10. Other matters related to audit and finance including cybersecurity

## 2025 Calgary Public Library Board 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
<b>Executive Leadership Team</b>													
1. CEO Report	I		I		I	I			I			I	
2. Public Libraries Service Branch (PLSB) Annual Survey (in camera)	A												
<b>General Board Governance</b>													
3. Chair and Vice-Chair Appointments											X		
4. Standing Committee Appointments											X		
5. Standing Committee Chair Appointments											X		
6. ALTA Representative Appointment (optional)											X		
7. Delegate Selection for Calgary Public Library Foundation Board											X		
8. Recognition and appreciation of any departing Board member	X								X				
<b>Governance Committee</b>													
9. Meeting Report(s)	I		I		I	I			I				
10. Organizational Meeting Review and Recommendations	I												
11. Board Self Evaluation Results Review and Recommendations	I												
12. New Member Appointment Recommendations (in camera)									A				
13. New Member Orientation									X				
14. Board Governance Bylaw Review (revisions require Board approval)									I				
15. Board Policy Review (revisions require Board approval)									I				
16. CEO Performance Review (in camera)						A							
<b>Strategy and Community Committee</b>													
17. Meeting Report(s)	I		I		I	I			I			I	

18. Community Library Liaisons	X												
19. Board Retreat Recommendations	X												
20. Board Advocacy Recommendations									A				
21. Strategic Plan (2022, 2026, 2030)						A							
<b>Audit and Finance Committee</b>													
22. Meeting Report(s)	I		I		I		I*		I			I	
23. Annual Budget	A												
24. Annual Financial Audit			A										
25. Quarterly and Annual Financial Review	I		I		I		I*		I			I	
26. Quarterly and Annual Risk Review	I				I		I*		I			I	
<b>Calgary Public Library Foundation</b>													
27. Report to the Board	I		I		I	I			I			I	