



CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, October 2, 2019
0-11 Boardroom, Central Library



I.	Treaty 7 Opening	1
II.	Chair's Opening Remarks	
III.	Review of Agenda	
IV.	Consent Agenda	
	A. Minutes of the June 26, 2019 Board Meeting (based on draft unapproved minutes)	3
V.	Business Arising	verbal
	A. Business Arising from the Minutes	
	B. Advocacy Updates, including ALTA Report	
VI.	Chair's Report <i>Mr. Avnish Mehta, Board Chair</i>	verbal
VII.	Operational Update (April – June 2019) <i>Mr. Mark Asberg, CEO</i>	3 discussion
VIII.	Audit & Finance Committee <i>Mr. Andrew Rodych, Committee Chair</i>	information
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	B. Motion to Receive Controller's Report and the Calgary Public Library Board's Financial Statements and Life Cycle reports for the period ended June 30, 2019.	19
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IX.	Strategy & Community Committee <i>Mr. Isaac Elias, Committee Chair</i>	information
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X.	Governance Committee <i>Ms. Shereen Samuels, Committee Chair</i>	information
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	C. Motion to Receive Report on E-Book Advocacy	41

- XI. Calgary Public Library Foundation Update (10 minutes)** *verbal*
Ms. Debra Giles and Ms. Janet Hutchinson, CPL Board Representatives *information*
- A. CPL Foundation Update 43
information
- XII. Other Business**
- XIII. In Camera** *verbal*
- XIV. Adjournment**

Treaty 7 Opening

We are gathered here today at a place called Moh'kinsstis, a Blackfoot word that means elbow. The word describes the landscape of what is now known as Calgary, an area where the Elbow River meets the Bow River.

It is in the spirit of respect and truth that we honour and acknowledge Moh'kinsstis, and recognize the traditional territories and oral practices of the Blackfoot people, the Nakoda people of the Stoney Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region Three. This Library is one of 21 libraries across our city built on this traditional land. Finally, we acknowledge all people who make their homes in the Treaty 7 territory of Southern Alberta.

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Organizational Report September 2019

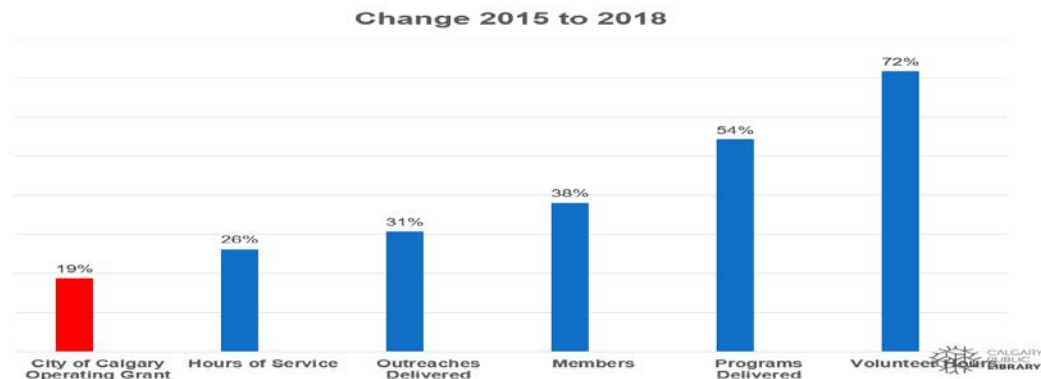
Government Relations

On June 27, the Library provided its annual briefing to the City's Audit Committee. Among the information presented, the Library shared updates on its continuing work to ensure that the Library delivers on its vision and mission in the most efficient and sustainable manner. The following list updates that information:

- Moving non customer-facing operations out of the core to open more space in Central Library for partnership and programming, while piloting a cost-recovery community partnership
- Opening an express branch in Rocky Ridge, supported by an existing full-service library as proof of concept
- Meeting increased demand for public meeting and gathering space by centralizing storage of select collections
- Working with other City of Calgary units to co-locate where possible
- Using program vehicles to improve access rather than build
- Revising job descriptions to allow for more flexibility in staff deployment
- Reducing the size of the executive leadership team
- Consolidating management roles to create a team dedicated to service innovation
- Expanding the number of volunteers involved with the Library to enable staff to focus on their unique value-adding roles, while expanding programming
- Increasing automated materials handling and self-serve checkout and check-in
- Eliminating print program guides, while improving online self-registration interfaces
- Using technology to maximize capacity to respond to patron needs, including AI-driven self-help, a new application to manage thousands of suggestions for purchase, and ongoing improvements to the Library's telephone, email, and e-chat services

As a result of these efforts, growth in key performance measures continues to outpace growth of investment in Library operations.

Sustainability



In June, the Library reported that it was working with City Administration to prepare for the pending budget exercises for Civic Partners. On July 23, 2019, City Council concluded its deliberations and a reduction of \$1,792,000 was applied to the Library's 2019 base operating funding from the City. Impacts of this process include lower investments in special projects, collections, in-library and outreach programs and services, IT and facility maintenance, and communications. While the Library does not have plans to close locations, cut hours of operation, or reduce employee's regular hours, most vacancies are expected to remain unfilled and casual hours are being reduced. The impact to the public will be fewer staff on-site and fewer programs offered. In addition, the Library has accelerated the cancellation of Library Connect and delayed several strategic initiatives, including the relocation of Engine 23 and the implementation of a fine free policy on youth materials.

More recently, Council has requested that City Administration bring forward potential 2020 operating budget reduction options. At this point, City Administration has reviewed options to minimize the impact on Civic Partners and is requesting feedback from Civic Partners on how reductions to the Civic Partner Operating Grant Program will affect operations and services. The Library is preparing its response to this request and will continue to work closely with the City as the Budget process moves forward.

Simultaneously, the Library is awaiting news from the Government of Alberta regarding any impact flowing from the 2019-2020 provincial budget, which is scheduled for release on October 24, 2019. In late July, the GOA's Public Library Services Branch (PLSB) sought and received approval to provide 50% of 2018-2019 operating grants immediately to public libraries across the province. Last year's provincial grant to Calgary Public Library was \$6,916,513. The Library continues to monitor the situation, plan for multiple contingencies, and maintain close contact with PLSB, other Alberta public library systems, and The Alberta Library (TAL).

In other news, the Library is participating in early conversations about the exciting expansion project at Vivo in Country Hills. Both organizations are keen to explore how the project can create new and more powerful ways to work together and complement and strengthen each other's impact in the community. The project will expand the existing Vivo facility and include more specialized areas and innovative, research-based spaces such as an indoor park to be used as spontaneous, community, or programmed space.

The Library is working with the City to finalize a formal agreement to operate temporary City service counters in Library locations in the event of an emergency that closes the Municipal Complex for more than 48 hours. Details regarding the technology and physical infrastructure required for these temporary placements are being finalized. The locations involved in these discussions include Central, Nose Hill, and Shawnessy Libraries.

Operational Highlights

System News and Numbers

Exceeding numbers from last year's event, the 2019 edition of Love Your Library Day saw over 19,500 people visit library locations. Members also showed up to take part in the *Check it Out Contest*, as the more items patrons borrowed, the more chances they had to win. 7,962 people completed 39,707 checkouts, which is 8% higher than the week before.

August brought a great amount of media attention and coverage to the Library. This included Time Magazine naming Central Library as one of the World's Greatest Places for 2019, as well as the announcement of a new CEO, promotions for Love Your Library Day, and some questions around provincial funding uncertainty and the departure of Bill Ptacek. A total of 620 news stories related to the Library were identified in August, resulting in more than 80 million impressions.

System numbers for the summer show some trends worthy of note.

- Circulation, both physical and electronic, continues to grow; it is up 8% for both July in August. This is very edifying news, as team members in locations across the system have been putting impressive effort into the Library's *Go for the Gold Project* to encourage borrowing across the city.
- Technology sessions and room bookings are both areas of strong expansion for the Library, as Calgarians rely on the Library more and more for both digital and in-person connection.
- Budget uncertainty and restraint is placing the Library at a disadvantage in terms of its ability to continue to grow outreach programs and services; outreach work is important to the Library and the community, at the same time as it is more staff and time intensive than other types of work. Summer 2019 saw a slide in Library outreach activities in excess of 15%.

Highlights from Work on Strategy 1: Inclusion, Reconciliation, and Connection

Indigenous Writers Workshop

The Library hosted a first of its kind event in Indigenous children's book writing. Famed author Richard Van Camp hosted two, three-day writing sessions attended by 24 participants representing all Treaty 7 First Nation communities. The purpose of the writing workshop was to build capacity and create children's books written in the writers' traditional languages, as well as English. Especially as 2019 is the International Year of Indigenous Languages and few books for children have been published in these Indigenous languages, the Library is proud to support this work. The books produced are now being forwarded for publication and a book launch is being planned for mid-November.

Indigenous Family Storytime

Four series of Indigenous Family Storytime programs were held throughout July and August in various community libraries. Blackfoot Siksika was held at the Village Square Library, Blackfoot Kainai at Fish Creek, Blackfoot Piikani at Shawnessy, and Stoney Nakoda at Central. Traditional languages, stories, songs, arts, and crafts were featured.

Pride at Memorial Park

Memorial Park was host to Memorial Park Pride celebration at the end of August, including Queer Representation in Comics; a voguing workshop; Anti-Racist Organizational Change; Intercultural, Ethnic, Faith Dialogue on LGBTQ+ Refugees; and an LGBTQ+ Refugee Living Library.

TumbleBookLibrary and TeenBookCloud

Working with the Calgary Board of Education and Calgary Catholic School District, the Library has renewed and expanded its e-book collections for students. In addition to the large collection of story books and read-alongs for grades one to three, the partnership has been extended to include access to TeenBookCloud, which provides collections of ebooks, graphic novels, videos, and audio books for higher grade levels. The expansion of the partnership is in direct response to feedback from teachers and students in both school boards.

Highlights from Work on Strategy 2: Early Literacy, Learning, and Empowerment

Kindergarten Confident

Pilot-tested at Village Square this summer and targeted at families with children entering kindergarten in the fall who have not had an out-of-home learning experience, Kindergarten Confident aims to give children an opportunity to practice the skills and behaviors of a kindergarten classroom. Because it is partially unparented to practice separation, the program also includes mini workshops for the caregivers. Children work toward earning a different social-emotional superpower each day and literacy and numeracy are embedded throughout. As part of the evaluation of the pilot, the Library will be following up with caregivers in late November.

Ultimate Summer Challenge

To keep kids and teens learning throughout the summer, the Library offered 735 programs in collaboration with 54 community organizations and artists. The Library is proud to report a 53% increase in registration over 2019: 26,511 kids and teens ages 0-17. Almost 6,000 kids became Library members as a result of signing up for Ultimate Summer Challenge. Teen Takeover saw over 2,500 teens register, far surpassing the initial goal of 2,000. Collectively the teens read for 59,896 hours and completed 4,867 creative challenges.

Website launch

On Monday, July 8, the Library unveiled a new website that better reflects the needs of the public and provides a more intuitive and consistent user-experience. Overall, feedback to the change has been positive. Some members and staff did need time to adjust to the new navigation, but staff training and customer service support have been excellent at facilitating this transition, while also providing valuable feedback on issues and required bug fixes.

The initial data for the first program registration week since the launch of the new website was very encouraging; overall registration for the same time period is up 44% over 2018. The number of unique users registering for a program in 2019 increased overall, with a 48% jump in online registrations. The increase in online registrations indicates that patrons are aware that they can register online, and that they are comfortable navigating the system.

In August, the Library began Phase 2 of the website project, which is focused on refining our existing tools for Event and Program Registration, Room Bookings, and Membership Registration.

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Update on 2019 Strategic Priorities	
Priority has been achieved or is on track for achievement by target date.	
Priority has been delayed or reduced in scope, but significant progress will be achieved by target date.	
Priority is not achievable by target date.	
Strategy 1: Create opportunities to build connection, share in collaboration, and deepen understanding of community.	
Fine free policy for youth materials (2019)	✗ As a result of budget reductions and uncertainty, this priority has been put on hold.
Introduce Global Diversity and Inclusion Benchmarks to the Library (2019)	✓ For the first time, diversity and inclusion questions were included in the staff engagement survey. Most respondents reported a positive perception of the Library as an employer respecting D&I. Related management and supervisory training is planned for the fall.
Expand and decentralize Newcomer Services (2020)	✓ Consultation with stakeholders is complete and a framework for the Library's role and impact in newcomer services, and among newcomer serving agencies, has been presented to the Library.
Expand Indigenous Placemaking (2021)	✓ Locations for more indigenous placemaking in Central and community libraries have been selected and the call for artists is complete. Installations are being scheduled.
Framework for the Treaty 7 Language Centre and Resources (2020)	✓ Design of the space is complete, and installation is on track. Programming is being planned through community partnerships. Collections are being identified, purchased, and circulated.
Create stronger community connections through volunteers (2019)	<ul style="list-style-type: none"> ✓ Support by Library Volunteers is up 10% over 2019. ✓ Volunteer recognition is being recast in response to direct feedback from volunteers. ✓ The Library supports community-wide volunteerism through its growing connections with other volunteer organizations.
Renew and implement outreach strategy and priorities (2019)	<ul style="list-style-type: none"> ✓ Analysis of the Library's outreach efforts is complete, and The Library's Outreach Strategy and Evaluation has been written. ✗ Budget reductions and uncertainty will hinder the Library's ability to grow outreach activities according to the principles in the Strategy (e.g. increasing strategically aligned outreach activities, meeting targets for core programs, reaching underserved communities).
Enhance access and connection through technology, digital resources, and partnership (2021)	<ul style="list-style-type: none"> ✓ Scout (AI) and back end systems that support more nimble and responsive front-end interfaces (e.g. room booking, program registration) are in constant development and roll-out. ✓ The capacity and use of the Library's e-resources and technology services continue to grow. ✓ Partnerships have allowed the Library to offer programs in coding, virtual reality, visual and design thinking, and more.
Activate community hubs at Village Square, Forest Lawn, and Saddletowne (2020)	✓ The Library is an active partner in Community Hub activities at Village Square and Saddletowne, for instance participating in the Village Fair, promoting volunteerism and summer learning at youth engagements, and providing free wireless to the community in common areas of the Village Square facility.
Framework to provide civic engagement opportunities for Calgarians (2019)	✓ Stakeholders have been consulted, including public engagement using CreateSpace, and research complete. Framework will be ready by year end.
Strategy 2: Be a positive catalyst for personal change and adaptation, sustaining curiosity and lifelong discovery.	
Improve and expand on early learning, including programs, collections,	✓ Pilots are complete or underway for <i>Kindergarten Confident</i> (for families with kids entering kindergarten) and <i>Busy Bookworms</i> (for toddlers).

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services, and facilities (2021)	<ul style="list-style-type: none"> ✓ Country Hills Library's ELC was launched. ELCs at both Fish Creek and Village Square ELCs will be renovated this year. Nose Hill's new ELC will be ready for early 2020. ✗ <i>As a result of budget reductions, the relocation of Engine 23 to Louise Riley has been cancelled, in addition to the creation of a Transit-oriented early learning experience at Fish Creek Library.</i> ✗ <i>Budget reductions and uncertainty will decrease Calgarians' access to the Library's early literacy programs.</i>
Develop a learn-to-read strategy for school-aged children (2019)	<ul style="list-style-type: none"> ✓ The Strategy for School-Age Children has been created. It includes four guiding principles to inform the design and delivery of Library programs and services for school-age children.
Improve program accessibility in terms of registration and capacity (2019)	<ul style="list-style-type: none"> ✓ The Library's rich program registration and attendance data has been leveraged to identify solutions for increasing the Library's capacity to deliver programs and to ensure they are well-attended. For instance, a feature has been added to the program registration page for patrons to identify drop-in programs, to support more spontaneous attendance, and wait lists have been analyzed to help locations refine targets for future programming. ✗ <i>While improvements to calgarylibrary.ca have made program sign-up easier, the acceleration of the cancellation of Library Connect as a result of budget reductions compromised the Library's ability to ensure all Calgarians can find and register for Library programs.</i> ✗ <i>Budget reductions and uncertainty will decrease the amount of programming and outreach available through the Library.</i>
Provide and enhance accessible, inclusive, comfortable, and multi-use spaces (2019)	<ul style="list-style-type: none"> ✓ An accessibility audit of all Library locations is underway. ✓ Improvements to address learnings post-Central Library opening have been made and continue to be considered and advanced. ✓ Country Hills renovation has been completed and Seton opened, increasing system capacity.
Grow technology services through hardware, specialty software, and wireless (2020)	<ul style="list-style-type: none"> ✓ Wireless services throughout the system have been improved, the amount of mobile computing equipment available for patron use has been increased, and all public printers have been upgraded. ✗ <i>Budget reductions will hinder IT's ability to invest fully in technology services into 2020. For instance, plans to license specialty software for patron use have been put on hold.</i>
Introduce a Technology Plan for the Library (2019)	<ul style="list-style-type: none"> ✓ A Technology Plan, that cascades from the Library's Strategic Plan, was completed in the first half of 2019. The plan requires the completion of annual workplans, the first of which has been created and is being tested as a model for 2020 and 2021.
Establish Central Library as a key part of Calgary's technology and innovation network (2020)	<ul style="list-style-type: none"> ✓ InceptionU started operating out of Central Library in February 2019. <i>Re-think your Thinking</i> (Design Thinking & Visual Thinking) and <i>Fun with Code</i> are offered by InceptionU to Library patrons at Central and Village Square.
Redevelop and relaunch calgarylibrary.ca (2019)	<ul style="list-style-type: none"> ✓ calgarylibrary.ca was reimagined and delivered in 129 days. The second phase of the project to improve program registration and room booking interfaces is underway.

Board Level Overview

Calgary Public Library

Date

Year

2019

▼

Month

July

▼

Monthly Community Library Results

July

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs In the Library		Programs in the Community	
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Bowness	179	187	7,790	9,367	11,134	11,270	1,359	1,435	302	217	524	927	82	89	38	50	3	11
Central	1,918	3,808	132,151	157,439	45,243	62,328	13,885	19,562	3,021	4,721	6,429	29,335	511	590	216	362	56	12
Country Hills	685	688	31,940	42,968	51,301	51,134	3,934	2,800	876	2,761	3,022	6,131	315	325	82	91	4	1
Crowfoot	817	837	42,519	45,673	85,960	84,196	4,145	4,463	487	709	4,699	7,018	663	691	95	149	5	1
Fish Creek	782	701	41,617	35,608	72,961	65,245	4,727	4,232	478	550	3,577	5,107	507	543	98	113	15	24
Forest Lawn	486	547	20,236	18,796	17,539	17,767	4,831	4,780	721	939	2,159	3,287	115	105	91	83	55	42
Giuffre Family	287	318	17,234	16,587	26,629	25,951	1,656	1,804	305	234	1,368	1,905	233	243	65	77	12	22
Judith Umbach	342	343	18,513	20,764	28,003	26,273	3,143	3,130	645	841	2,036	3,035	213	222	76	77	28	32
Louise Riley	352	362	22,418	22,873	34,201	34,629	3,122	2,946	741	1,343	1,783	3,455	362	357	60	97	15	11
Memorial Park	203	157	11,878	12,898	9,991	9,394			1,087	1,001	860	1,888	124	127	32	55	4	5
Nicholls Family	327	331	16,917	14,416	15,409	15,403	1,869	1,914	1,316	1,114	2,110	3,543	116	129	31	45	1	10
Nose Hill	344	406	33,707	35,859	51,381	50,422	3,059	3,026	554	681	2,487	4,007	401	429	93	94	5	11
Quarry Park	427	214	20,369	20,164	27,345	20,501	2,144	1,632	402	348	1,386	1,936	127	143	51	51		1
Rocky Ridge	56	75			7,171	8,703					859	1,112	5	16	21	41		2
Saddletowne	817	831	52,120	56,089	30,520	31,535	7,146	7,545	3,257	4,824	3,157	4,897	119	129	75	84	5	5
Sage Hill	250	255	6,686	9,027	9,190	10,893		488	467	489	333	1,074	35	59	63	59	4	4
Seton		1,118		44,983		46,108		2,167		809		4,610		73		119		43
Shawnessy	898	684	48,471	40,587	59,423	52,440	5,122	5,019	961	953	3,259	5,300	443	471	99	85	41	15
Signal Hill	579	627	34,290	35,672	67,446	66,459	3,057	2,922	294	184	2,056	3,007	503	522	77	85	12	5
Southwood	248	305	14,238	14,770	24,424	23,715	1,820	1,859	235	319	856	1,602	237	244	36	62	10	11
Village Square	540	659	36,071	49,020	25,389	27,136	4,375	6,273	1,768	2,510	1,446	5,939	132	141	44	100	43	25
	10,537	13,453	609,165	703,560	700,660	741,502	69,394	77,997	17,917	25,547	44,406	99,115	5,243	5,648	1,443	1,979	318	293

Key Measures Overview

Calgary Public Library

Date																		
Year	2019																	
Month	July																	
New Members																		
Jul	2019	13,453	28%	YTD	2019	91,389	35%											
	2018	10,537			2018	67,800												
Active Members																		
Jul	2019	727,077																
Programs & Outreach																		
Programs																		
...In the library																		
Jul	2019	1,979	37%	YTD	2019	12,728	28%											
	2018	1,443			2018	9,932												
...in the community																		
Jul	2019	293	-17%	YTD	2019	3,173	7%											
	2018	355			2018	2,979												
...for adults, seniors or all ages																		
Jul	2019	599	16%	YTD	2019	4,339	9%											
	2018	517			2018	3,985												
...for kids & teens																		
Jul	2019	1,574	31%	YTD	2019	11,476	29%											
	2018	1,281			2018	8,928												
Total number of programs																		
Jul	2019	2,272	26%	YTD	2019	15,901	23%											
	2018	1,798			2018	12,911												
Program participants																		
Jul	2019	56,072	28%	YTD	2019	322,687	17%											
	2018	43,944			2018	276,176												
Library Space																		
Visits																		
Jul	2019	703,560	15%	YTD	2019	4,524,482	12%											
	2018	609,165			2018	4,032,587												
Room bookings																		
Jul	2019	2,479	259%	YTD	2019	18,770	334%											
	2018	691			2018	4,329												
Collections																		
Physical items acquired																		
Jul	2019	22,855	-4%	YTD	2019	139,216	-24%											
	2018	23,688			2018	182,932												
Physical collection size																		
Jul	2019	1,438,092	1%															
	2018	1,427,447																
Expenditure on physical items																		
Jul	2019	377,904	-9%	YTD	2019	2,763,101	-21%											
	2018	414,504			2018	3,484,116												
Total expenditure																		
Jul	2019	561,016	-13%	YTD	2019	5,062,110	-11%											
	2018	641,589			2018	5,662,493												
Circulation																		
Total Checkouts																		
Jul	2019	1,350,995	8%	YTD	2019	8,779,193	6%											
	2018	1,248,520			2018	8,262,851												
...physical items																		
Jul	2019	1,047,900	5%	YTD	2019	6,757,336	2%											
	2018	1,001,295			2018	6,647,489												
...digital items																		
Jul	2019	303,095	23%	YTD	2019	2,021,857	25%											
	2018	247,225			2018	1,615,362												
Access to Technology																		
Total technology sessions																		
Jul	2019	400,155	34%	YTD	2019	2,796,342	39%											
	2018	298,334			2018	2,012,059												
...computer sessions																		
Jul	2019	77,997	12%	YTD	2019	523,279	5%											
	2018	69,394			2018	499,576												
...chromebook sessions																		
Jul	2019	25,547	43%	YTD	2019	163,734	27%											
	2018	17,917			2018	129,262												
...wireless sessions																		
Jul	2019	99,115	123%	YTD	2019	658,056	73%											
	2018	44,406			2018	379,960												
...print, copy & scan jobs																		
Jul	2019	197,496	19%	YTD	2019	1,451,273	45%											
	2018	166,617			2018	1,003,261												
Website, Catalogue & Social Media Followers																		
Website sessions																		
Jul	2019	617,633	-1%	YTD	2019	4,906,572	9%											
	2018	622,269			2018	4,513,158												
Catalogue sessions																		
Jul	2019	659,738	54%	YTD	2019	4,452,257	47%											
	2018	427,167			2018	3,036,701												
Social media followers																		
Jul	2019	59,171	38%															
	2018	42,995																
Facebook, Twitter, Instagram & LinkedIn																		
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Board Level Overview

Calgary Public Library

Date

Year

2019

▼

Month

August

▼

Monthly Community Library Results

August

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Bowness	179	198	8,426	8,895	11,582	11,378	1,549	1,472	308	266	596	900	84	91	31	44	1	3
Central	7,279	4,210	114,163	147,597	45,712	65,336	13,808	18,645	3,318	4,723	6,741	29,172	477	624	116	361	36	7
Country Hills	676	739	34,642	37,369	49,580	49,496	4,208	2,575	738	2,574	3,146	4,965	324	351	39	77	0	1
Crowfoot	825	781	42,390	45,554	84,077	80,676	4,282	4,178	501	601	5,034	6,670	640	691	36	120	0	3
Fish Creek	820	609	44,059	33,393	72,814	62,689	4,725	3,932	607	498	4,150	5,121	530	566	44	93	2	15
Forest Lawn	397	387	20,917	16,901	17,105	15,613	5,174	4,395	771	807	2,391	3,213	107	123	30	92	31	22
Gluffre Family	292	258	17,781	15,512	26,779	25,998	1,814	1,813	349	224	1,417	1,688	243	278	40	70	4	14
Judith Umbach	319	366	18,521	20,168	26,851	26,882	3,256	3,043	719	853	2,126	2,941	228	237	39	83	10	21
Louise Riley	347	425	22,692	22,558	34,929	34,613	3,313	2,643	945	1,495	1,868	3,474	356	371	32	106	5	1
Memorial Park	258	147	13,556	17,104	10,553	9,903	0		1,170	1,041	1,047	1,958	119	131	38	51	2	4
Nicholls Family	389	335	16,011	17,740	14,906	15,008	1,825	2,024	1,109	1,072	2,113	3,319	115	139	12	39	1	3
Nose Hill	402	407	32,931	34,437	49,454	47,561	3,346	3,112	463	655	2,509	3,818	388	428	58	101	8	11
Quarry Park	354	213	19,400	17,763	25,196	18,335	1,931	1,574	368	227	1,380	1,846	115	150	50	46	3	1
Rocky Ridge	81	90			7,402	8,560	0		0		933	1,104	5	17	3	45	0	3
Saddletowne	787	861	47,565	47,138	25,670	26,813	7,042	7,537	3,485	3,838	3,321	4,834	115	133	30	77	2	2
Sage Hill	223	248	6,667	7,384	8,924	9,990	0	412	520	385	358	891	41	60	32	53	7	9
Seton	0	955	0	41,961	0	42,510	0	2,159	0	622	0	4,383	0	73	0	106	0	42
Shawnessy	823	710	47,938	38,329	57,022	51,613	5,329	4,778	764	774	3,280	5,089	459	495	61	80	31	7
Signal Hill	533	542	34,542	34,109	68,075	64,702	2,934	3,110	281	234	2,089	2,987	539	532	31	67	7	3
Southwood	251	282	14,519	14,236	24,733	24,145	1,793	1,659	266	331	1,046	1,568	243	268	35	52	4	3
Village Square	479	658	29,399	44,309	22,892	24,802	4,234	5,875	1,675	2,495	1,635	5,974	135	143	23	76	61	18
	15,714	13,421	586,119	662,457	684,256	716,623	70,563	74,936	18,357	23,715	47,180	95,915	5,263	5,901	780	1,839	215	193

Key Measures Overview

Calgary Public Library

Date										Library Space										Access to Technology									
Year		2019								Visits										Total technology sessions									
Month		August								Aug										Aug									
New Members										Room bookings										...computer sessions									
Aug		2019	13,421	-15%	YTD	2019	104,810	25%		Aug		2019	3,104	329%	YTD	2019	21,874	333%		Aug		2019	74,936	6%	YTD	2019	598,215	5%	
		2018	15,714			2018	83,514					2018	723			2018	5,052					2018	70,563			2018	570,139		
Active Members										Collections										...chromebook sessions									
Aug		2019	733,298							Aug		2019	20,734	-9%	YTD	2019	159,950	-22%		Aug		2019	23,715	29%	YTD	2019	187,449	27%	
Programs & Outreach										Physical items acquired										...wireless sessions									
Programs										Physical collection size										...print, copy & scan jobs									
...In the library										Expenditure on physical items										Aug									
Aug		2019	1,839	19%	YTD	2019	14,567	27%		Aug		2019	330,406	-8%	YTD	2019	3,093,507	-20%		Aug		2019	205,243	17%	YTD	2019	1,656,516	41%	
		2018	1,548			2018	11,480					2018	22,754			2018	205,686					2018	174,987			2018	1,178,248		
...In the community										Total expenditure										Website, Catalogue & Social Media Followers									
Aug		2019	193	-16%	YTD	2019	3,366	5%		Aug		2019	579,418	19%	YTD	2019	5,641,528	-8%		Aug		2019	590,416	-5%	YTD	2019	5,496,988	7%	
		2018	229			2018	3,208					2018	487,313			2018	6,149,806					2018	618,254			2018	5,131,412		
...for adults, seniors or all ages										Circulation										Website sessions									
Aug		2019	591	-26%	YTD	2019	4,930	3%		Aug		2019	1,326,589	8%	YTD	2019	10,105,782	6%		Aug		2019	666,158	53%	YTD	2019	5,118,415	47%	
		2018	800			2018	4,785					2018	1,227,822			2018	9,490,673					2018	434,364			2018	3,471,065		
...for kids & teens										Total Checkouts										Catalogue sessions									
Aug		2019	1,441	20%	YTD	2019	12,917	27%		Aug		2019	1,006,451	4%	YTD	2019	7,763,787	2%		Aug		2019	60,495	38%					
		2018	1,203			2018	10,131					2018	972,300			2018	7,619,789					2018	43,850						
Total number of programs										...physical items										Social media followers									
Aug		2019	2,032	14%	YTD	2019	17,933	22%		Aug		2019	320,138	25%	YTD	2019	2,341,995	25%		Aug		2019	268,586	8%	YTD	2019	51,157	7%	
		2018	1,777			2018	14,688					2018	255,522			2018	1,870,884					2018	248,920			2018	47,967		
Program participants										...digital items										Facebook, Twitter, Instagram & LinkedIn									
Aug		2019	43,302	28%	YTD	2019	365,989	18%		Holds										Active holds									
		2018	33,706			2018	309,882			Members with active holds																			

Calgary Public Library Board Meeting
October 2nd, 2019

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Central Library Meeting Room, Boardroom 0-11
Tuesday, July 16, 2019
5:30 pm

In Attendance:

<u>Board</u> Mr. Andrew Rodych, Chair Mr. Rob Macaulay <u>Regrets</u> Ms. Jocelyn Phu Ms. Shereen Samuels Mr. Avnish Mehta	<u>Administration</u> Mr. Mark Asberg, Director, Service Delivery Mr. Paul Lane, Director, Corporate Services Ms. Sarah Meilleur, Director, Service Delivery (<i>teleconference</i>) Ms. Elrose Klause, Controller Mr. Chae Jun, Manager, Accounting
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I. Treaty 7 Opening

Mr. Rodych acknowledged we are gathered here today at a place called Moh'kinsstis, a Blackfoot word that means elbow. The word describes the landscape of what is now known as Calgary, an area where the Elbow River meets the Bow River.

It is in the spirit of respect and truth that we honour and acknowledge Moh'kinsstis, and recognize the traditional territories and oral practices of the Blackfoot people, the Nakoda people of the Stoney Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region Three. This Library is one of 21 libraries across our city built on this traditional land. Finally, we acknowledge all people who make their homes in the Treaty 7 territory of Southern Alberta. We are all Treaty people.

II. Review of Agenda

MOVED by Mr. Macaulay, that the agenda be amended to move up Item 5 **June 2019 Quarterly Risk Update for Q2 2019** to Item 3.

Carried Unanimously

III. June 2019 Quarterly Risk Update for Q2 2019

Ms. Meilleur provided details on the incidents at the Central Library that has entered the red on the Risk Register. The report is a result of the increase in abusive behaviors at the end of May and early June 2019. Although individual incidents of drug and alcohol have decreased, there has been an increase in patrons abusive on the south side of the building facing the Salvation Army. The behaviors are due to particular factors; the warmer weather, construction road closure on 9th Ave, and the lack of foot traffic arising from the closure of the 9th Ave Parking Lot.

The behaviors which include drug selling, drug use, and various anti-social behaviors have resulted in numerous calls to Calgary Police Services for large groups of individuals behaving inappropriately, and as a result, the Calgary Public Library initiated a collaborative approach with the Salvation Army, CMLC, and CPS to address the concerns.

The outcome of the meeting has established a No Tolerance Approach to deter and disrupt negative behaviors. The approach has had an immediate impact as the community partners work closely together to alleviate the issues, resulting in a decrease in behaviors and a safer environment.

The CPS presence at Central Memorial Park where the drug abuse and behaviors are a concern, could also be a factor here, and the City Bylaw, along with other partners, are participating and providing support to alleviate the concerns.

Clients from the Salvation Army and Calgary Public Library have noticed the difference and appreciate the no-tolerance approach, which has restored safety to the public using the Salvation Army and the Library. Ms. Meilleur reported no staff or patrons were impacted at Central and the Board and Vice-Chair were duly informed.

Mr. Lane reported there are currently 15 risk factors under active monitoring, including ten that are updated for this report. Of these ten updated risk factors, eight have been categorized in the low threat range.

With respect to the measure in change in net asset value, the flaw with this approach is that the net asset value carried by the library's financial records excludes many of the physical assets, e.g. the NCL because of its lease structure as well as branches that are part of other facility complexes e.g. Quarry Park, Seton, Westbrook etc. As a result, the asset value being tracked would represent only a minor fraction of the value of the facilities the library operates which degrades its usefulness as a risk measure. Administration committed to continue to work on providing a risk factor that would better capture the same intent, and in the meantime to add a caution to the description in the current risk register presentation to express the nature of the flaw.

At the Library's appearance before the City of Calgary Audit Committee, the rate of change in the Library's financial assets was raised. Administration's view is that this item could become another

Calgary Public Library Board Meeting
October 2nd, 2019

risk factor, one which indicates the direction of change in the ability of the Library to meet short term commitments. Administration agrees to reconsider this measure along with net asset value and propose replacement.

Task	Responsible	Deadline
To update the commentary and report back with suggested changes to the Change in Capital Assets.	Administration	October 2019
Review and present the proposed change in the metrics/risk register item for financial assets	Administration	October 2019

IV. Approval of Minutes

Mr. Macaulay requested that minutes be circulated to members within a week of the meeting, via the Committee Chair.

MOVED by Mr. Macaulay that the minutes of the April 16, 2019 meeting be approved as amended.

Carried Unanimously

Item VI “Ms. Klause stated that the Financial Statement is in a favorable position. Although the Operating Budget is very tight and there is no room in the budget **for any new items**, the preplanned allocated funds will still be funded. “

V. Business Arising

Mr. Rodych thanked Administration for the support and preparation for the City of Calgary's Audit Committee and enquired if there were any feedback from the Audit Committee.

Mr. Lane reported a request from one of the Citizens Members to have a CA/CPA on the Board in the next recruitment.

VI. Controller's Report for the month ended June 30th, 2019

Mr. Jun stated the second quarter ended with both revenue and expenses showing as favorable. The Statement of Financial activities reflects the budget reduction from The City of 1.7M and administration planned expenditure reductions.

There are also additional differences in the treatment of assets, which in prior years were only addressed at year-end. The Statement of Financial Activities now includes expenses that are funded from life cycle fund (expenses that are not funded from this year's operating revenue) but excludes the purchase of books which are included in tangible capital assets (but are funded from this year's operating revenue).

Task	Responsible	Deadline
Page 36 of meeting package, Funding and Spending Profile – to add 'ytd' to the title of the last column and add 'Capital' to the beginning of the table's title.	Administration	October 2019
Page 35 of meeting package, Statement of Financial Activities, Full Accrual comparison: to add a different title for the last four columns. They currently refer to an adjusted 'budget' but that word shouldn't be used in this context	Administration	October 2019

MOTION by Mr. Rodych 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 Statements and Life Cycle reports for the period ended June 30, 2019*** for information.

Carried Unanimously

VII. Capital Spending Forecast

Mr. Lane presented the action plan for the 2020 – 2022 Capital Spending Forecast.

Task	Responsible	Deadline
The Capital Spending Forecast for 2019 be added to the 2020-2022 Forecast so that it covers the current four-year capital spending plan	Administration	September 2019

MOTION by Mr. Rodych that the Audit and Finance Committee receive and recommend to the Calgary Library Board this report, ***Capital Spending Profile 2020 – 2022 as updated*** for information

Carried Unanimously

VIII. Review of Workplan

The workplan was updated to include the review of LOC amounts from RBC in January. The committee also discussed and approved the removal of line “Other” from the workplan.

IX. Other Business

None

X. Adjournment

MOVED by Mr. Macaulay that the meeting be adjourned at 6.55 pm.

Transcribed by Dee Adekugbe

Mr. Andrew Rodych
Chair

Calgary Public Library Board Meeting
October 2nd, 2019

Report to the
Calgary Public Library Board
Audit & Finance Committee
July 16, 2019

Controller's Report for the month ended June 30, 2019

The unaudited financial statements of The Calgary Public Library for the quarter ended June 30, 2019 are appended to this report for information. The statements 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.

In prior years this report would have been presented using a modified accrual basis. A comparison of the differences in reporting is included in the Statement of Financial Activities: Comparison of Full Accrual to Cash. The reports use the same financial data, but the emphasis is different.

There are also additional differences in the treatment of assets, which in prior years were only addressed at year end. The Statement of Financial Activities now includes expenses that are funded from life cycle fund (expenses that are not funded from this year's operating revenue) but excludes the purchase of books which are included in tangible capital assets (but are funded from this year's operating revenue).

A. Executive Summary

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

- Financial Activities Operating Expenses Dashboard
- Statement of Financial Position
- Statement of Financial Activities and Accumulated Surplus
- Statement of Financial Activities: Comparison of Full Accrual to Cash
- 2019 Life Cycle Management Spending Profile

The second quarter ended with both revenue and expenses are favorable. Further explanations of the revised revenue and expense areas will be summarized in sections C and D and in the Statement of Financial Activities and Accumulated Surplus.

B. Statement of Financial Position

Net financial assets are favourable. Receivables are mainly due to the provincial grant. The Province has not transferred the funding for the 2019 fiscal per capita grant. We are monitoring cash flow closely. Deferred revenues include the portion of provincial funding for the creation of an Indigenous Languages Resource Centre at the Central Library that will fund future expenses.

C. Revenues

Revenues are \$299,061 favourable at the end of the second quarter end.

Line 5 – City of Calgary - \$11,819F at June 30, 2019

The City revenue was reduced to reflect the 2019 budget reduction.

Line 9 – Province of Alberta - \$78,533F at June 30, 2019

The favorable variance is due to the Indigenous Language grant based on the spending. The increased revenue is reflected in the forecast.

Line 10 – Federal Government \$11,979U at June 30, 2019

Federal Government revenue is slightly unfavorable due to a decrease in matching expenses for the Federal Government settlement services program.

Line 19 – Investment and other revenues \$134,506F at June 30, 2019 and \$91,649F at March 31, 2019

The favorable variance is mainly due to the increases for Performance Hall rental revenue and investment income. The increase in the investment and other revenue is reflected in the forecast.

Line 22 – Grants and sponsorships \$83,060F at June 30, 2019

Increased restricted grant from the Foundation. The matching expenses are reflected in the various operating expense categories.

D. Expenses

Expenses are \$393,104 favorable for the second quarter end.

Line 32 – Collections - \$106,806U at June 30, 2019 and \$53,516U at March 31, 2019

Additional expenses are projected to match restricted grant funding from the Foundation. Reduced expense forecasts are reflected in the Statement of Financial Activities and Accumulated Surplus.

Line 48 – General operating - \$445,368F at June 30, 2019 and \$12,408U at March 31, 2019

This category includes many variances, but the largest under expense was in programming. It is reflected in the forecast.

Line 54 – Building and equipment - \$160,820F at June 30, 2019 and \$316,574U at March 31, 2019

Reduced building and equipment expense forecasts are reflected in the Statement of Financial Activities and Accumulated Surplus.

E. RECOMMENDATION

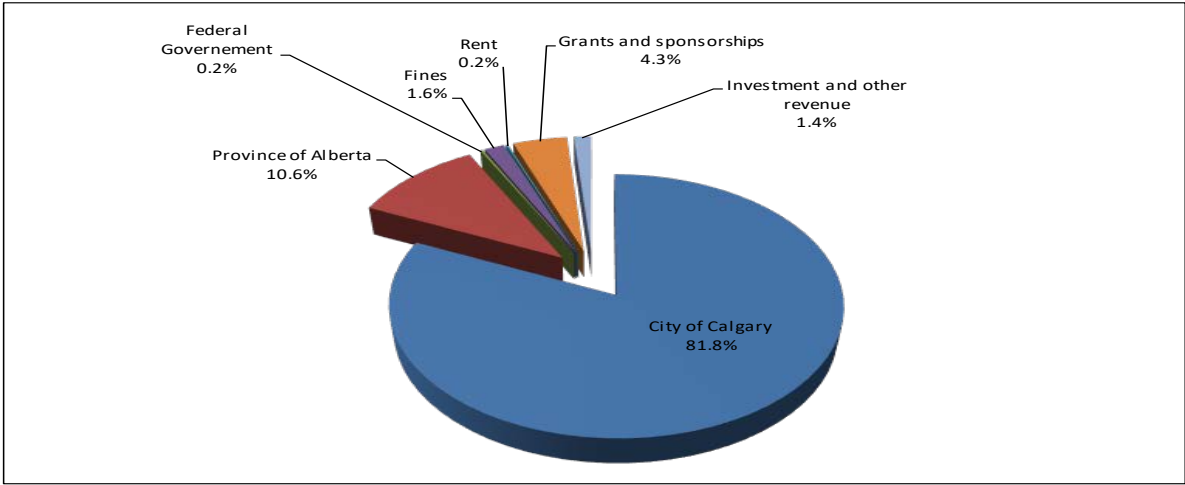
That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial statements and life cycle reports for the period ended June 30, 2019.

Prepared by Chae Jun, Assistant Controller
for Elrose J Klause, CMA, CPA, Controller and Director, Financial Services

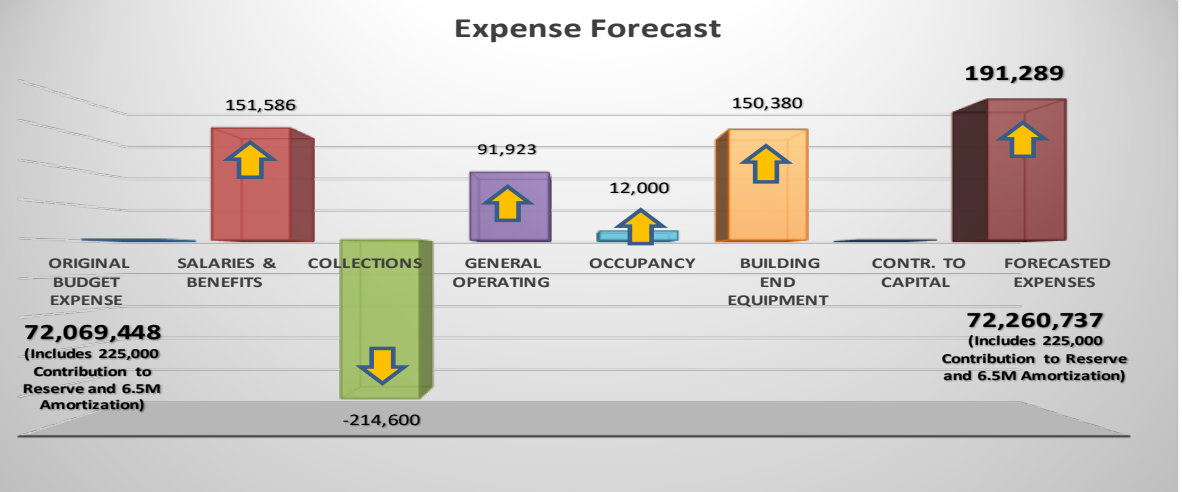
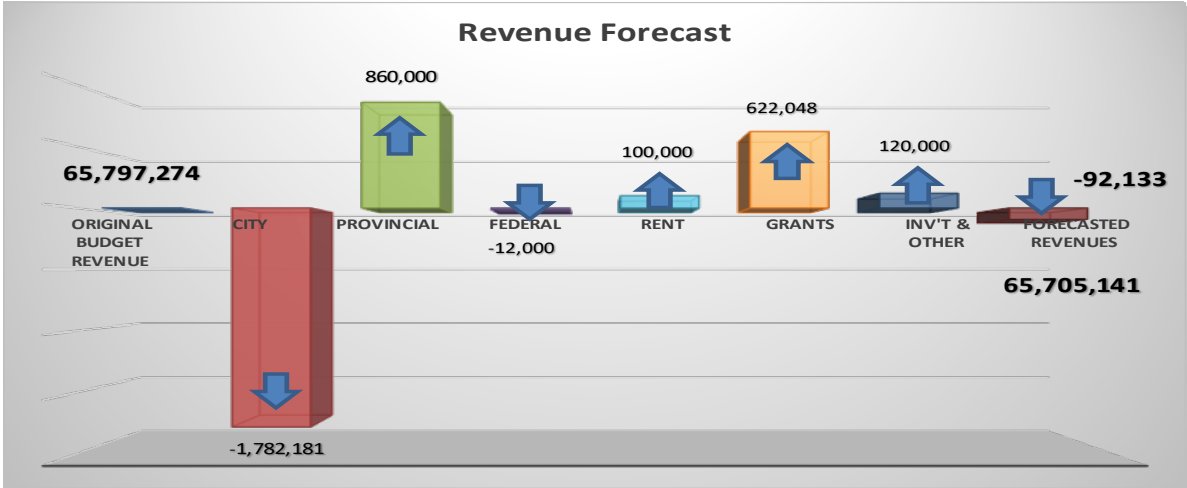
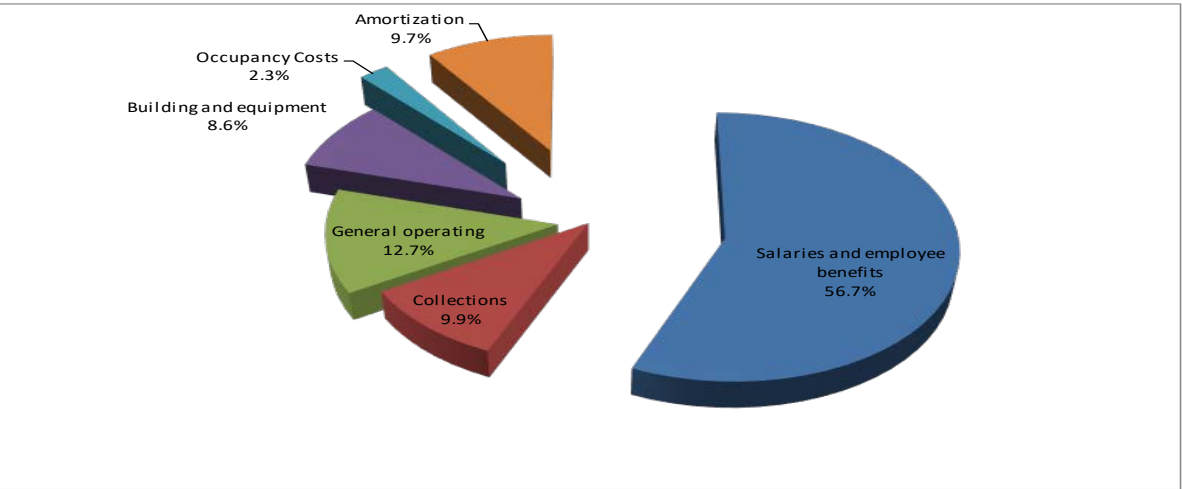
Calgary Public Library Board Meeting
October 2nd, 2019

Financial Activities Operating Expenses Dashboard

Actual YTD Revenues % by Category



Actual YTD Expenses % by Category



Calgary Public Library Board Meeting
October 2nd, 2019

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Position
As at June 30, 2019

	2019	2018
	\$	\$
FINANCIAL ASSETS		
Cash	2,151,002	1,337,621
Accounts receivable	3,828,165	4,015,641
	<hr/> 5,979,167	<hr/> 5,353,262
LIABILITIES		
Accounts payable and accrued liabilities	2,857,631	3,431,331
Deferred revenues	1,360,915	134,511
	<hr/> 4,218,546	<hr/> 3,565,842
NET FINANCIAL ASSETS	<hr/> 1,760,621	<hr/> 1,787,419
NON-FINANCIAL ASSETS		
Tangible capital assets	50,374,759	53,692,351
Inventory	48,518	25,261
Prepaid assets	1,656,776	1,470,041
Deposits	4,412	17,001
	<hr/> 52,084,465	<hr/> 55,204,654
ACCUMULATED SURPLUS	<hr/> 53,845,086	<hr/> 56,992,071

Calgary Public Library Board Meeting
October 2nd, 2019

Calgary Public Library Board Meeting
October 2nd, 2019

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities & Accumulated Surplus
For the period ended June 30, 2019

	Current YTD \$	Budget YTD \$	Budget Variance YTD \$	Total BUDGET \$	Total Forecast \$	Increase/ (Decrease) \$	Comments (Favorable: F / Unfavorable: U)
REVENUES							
5 City of Calgary	27,136,679	27,124,860	11,819	54,249,720	52,467,539	(1,782,181)	U - City budget revised.
9 Province of Alberta	3,506,132	3,427,599	78,533	6,864,917	7,724,917	860,000	F - Indigenous Language grant based on planned spending
10 Federal Government	62,115	74,094	(11,979)	148,188	136,188	(12,000)	U - Reduced expenses
13 Fines	531,827	528,704	3,123	1,030,603	1,030,603	-	
14 Rent	52,530	52,530	-	105,060	205,060	100,000	F - Increased rental revenue
19 Investment and other revenue	454,074	319,568	134,506	639,136	759,136	120,000	F - Higher interest rates and Performance Hall rental revenue
22 Grants and sponsorships						-	
Grants and sponsorships - restricted	958,498	875,559	82,939	1,684,451	2,306,199	621,748	F - Increased restricted grants
Grants and sponsorships - unrestricted	470,200	470,080	120	1,075,199	1,075,499	300	
	1,428,698	1,345,638	83,060	2,759,650	3,381,698	622,048	
23 Total revenues	33,172,056	32,872,994	299,061	65,797,274	65,705,141	(92,133)	
EXPENSES							
29 Salaries and employee benefits	19,641,554	19,639,653	(1,901)	41,163,359	41,314,945	(151,586)	U - 466K reallocated from General operating budget; 60K additional funded programs; 375K reduced salaries and benefits expenses from on-call and vacancy deferral.
32 Collections	3,429,924	3,323,117	(106,806)	5,445,140	5,230,540	214,600	F - 128K reallocated from General operating budget and additional grants; 343K reduced spending on sound format, DVDs and e-resources
48 General operating	4,406,431	4,851,799	445,368	10,328,649	10,420,572	(91,923)	U - 750K budget reallocations and additional grants; 658K reduced spending.
54 Building and equipment	2,977,320	3,138,140	160,820	6,708,679	6,859,059	(150,380)	U - 540K budget reallocation and additional grants; 290K reduced spending; 100K savings from The City insurance
73 Occupancy Costs	807,444	816,380	8,936	1,673,600	1,685,600	(12,000)	U - Higher Seton occupancy costs than budgeted.
74 Amortization	3,375,824	3,262,512	(113,313)	6,525,023	6,525,023	-	
75 Total expenses	34,638,497	35,031,602	393,104	71,844,450	72,035,739	(191,289)	
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(1,466,442)	(2,158,607)	692,166	(6,047,176)	(6,330,598)	(283,421)	
Purchase of books capital	1,014,133	1,171,485	(157,352)	2,362,506	2,454,366		
Transfer to books capital	(1,014,133)	(1,171,485)	157,352	(2,362,506)	(2,454,366)		
Government transfers for capital	1,949,460	-	1,949,460	2,313,982	3,453,130		
Change in Accumulated Surplus	483,019	(2,158,607)	2,641,626	(3,733,193)	(2,877,468)	855,726	
Accumulated Surplus, beginning of year	53,362,067	53,878,816	(516,749)	53,878,816	53,362,067	(516,749)	
Accumulated Surplus, end of year	53,845,086	51,720,209		50,145,623	50,484,599		

Calgary Public Library Board Meeting
October 2nd, 2019

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities
Comparison of full accrual to cash
For the Period Ended June 30, 2019

	Current YTD \$	Budget YTD \$	Budget Variance YTD \$	Total BUDGET \$	TCA Items \$	City Funding Adjustments \$	Total Budget Adjusted (Cash) \$	Current Cash YTD \$	Budget Cash YTD \$	Budget Variance Cash YTD \$
REVENUES										
5 City of Calgary	27,136,679	27,124,860	11,819	54,249,720		(1,794,000)	52,455,720	27,136,679	27,124,860	11,819
9 Province of Alberta	3,506,132	3,427,599	78,533	6,864,917			6,864,917	3,506,132	3,427,599	78,533
10 Federal Government	62,115	74,094	(11,979)	148,188			148,188	62,115	74,094	(11,979)
13 Fines	531,827	528,704	3,123	1,030,603			1,030,603	531,827	528,704	3,123
14 Rent	52,530	52,530	-	105,060		100,000	205,060	52,530	52,530	-
19 Investment and other revenue	454,074	319,568	134,506	639,136			639,136	454,074	319,568	134,506
22 Grants and sponsorships							-	-	-	-
Grants and sponsorships - restricted	958,498	875,559	82,939	1,684,451			1,684,451	958,498	875,559	82,939
Grants and sponsorships - unrestricted	470,200	470,080	120	1,075,199			1,075,199	470,200	470,080	120
	1,428,698	1,345,638	83,060	2,759,650			2,759,650	1,428,698	1,345,638	83,060
23 Total revenues	33,172,056	32,872,994	299,061	65,797,274		(1,694,000)	64,103,275	33,172,056	32,872,994	299,061
EXPENSES										
29 Salaries and employee benefits	19,641,554	19,639,653	(1,901)	41,163,357		(375,000)	40,788,357	19,641,554	19,639,653	(1,901)
32 Collections	3,429,924	3,323,117	(106,806)	5,445,140	2,362,506	(343,000)	7,464,646	4,444,056	4,494,602	50,546
48 General operating	4,406,431	4,851,799	445,368	10,328,649		(686,000)	9,642,649	4,406,431	4,851,799	445,368
54 Building and equipment	2,977,320	3,138,140	160,820	6,708,679	(1,300,000)	(290,000)	5,116,249	2,898,926	3,138,140	239,214
73 Occupancy Costs	807,444	816,380	8,936	1,673,600			1,673,600	807,444	816,380	8,936
74 Amortization	3,375,824	3,262,512	(113,313)	6,525,023	(6,525,023)		-			
75 Total expenses	34,638,497	35,031,602	393,104	71,844,448		(1,694,000)	64,685,501	32,198,411	32,940,575	742,163
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(1,466,441)	(2,158,607)	692,167	(6,047,175)			(582,226)	973,644	(67,581)	1,041,225
Carry forward surplus					807,226		807,226	807,226	807,226	-
Transfer to asset management capital					(225,000)		(225,000)	-	-	-
Purchase of books capital	1,014,133	1,171,485	(157,352)	2,362,506						
Transfer to books capital	(1,014,133)	(1,171,485)	157,352	(2,362,506)						
Write off of tangible capital assets	-	-	-	-						
Transfer to/from life cycle								618,987	-	618,987
Government transfers for capital	1,949,460	-	1,949,460	2,313,982			-	-	-	-
Capital items purchased through operating fund										
Change in Accumulated Surplus	483,020	(2,158,607)	2,641,627	(3,733,192)			0	2,399,857	739,645	1,660,211
Accumulated Surplus, beginning of year	53,362,067	53,878,816	-	53,878,816						
Accumulated Surplus, end of year	53,845,087	51,720,209		50,145,624						

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Funding and Spending Profile	Projects	Description	2019 Planned	2019 Forecast v.1	2019 Executed	2019 Committed	2019 Total
Funding Source			('000)				
	Carry Forward Funds		920	1,133	1,131	0	1,131
	Current Year Funds		2,024	2,024	583	0	583
	Growth Project Funds		815	1180	1139	41	1180
Total Funding Available			3,758	4,337	2,853	41	2,894
Spending Profile							
	Carry Forward Projects						
		2018 Carry Forward Projects	234	134	51	47	98
		Total remaining from carry forward projects	136				
	New Projects						
		Building - Lifecycle	1,400	1,500	249	253	502
		Total Building- Lifecycle remaining	898				
		Building - New	0				
		Vehicles – Lifecycle	60	60		24	24
		Total Vehicles- Lifecycle remaining	36				
		Vehicles – New	0				
		Furniture	100	100	5	46	51
		Total Furniture remaining	49				
		Technology	520	520	296	164	460
		Total Technology remaining	60				
		Small Projects	500	500	77	16	93
		Total Small Projects remaining	407				
		Growth Projects	815	1180	1139	41	1180
Total Spending Profile			3,629	3,994	1,817	591	2,408
Net Funds Available			130	343			

**Report to
The Calgary Public Library Board
September 25, 2019
Capital Spending Forecast 2019 – 2022**

I. ALIGNMENT

Capital spending is undertaken to ensure that tangible assets are in a state of good repair, and in sufficient quantity, to support the delivery of programs and services aimed at achieving the goals of the Strategic Plan. This report was originally requested at the April 2019 Audit and Finance Committee meeting.

II. BACKGROUND

Capital spending is funded by the City of Calgary. Lifecycle extension is supported through an annual grant that is managed directly by Library Administration. The Library submits a request and the City funds this request to the extent that they feel they can.

New construction is funded and managed by the City of Calgary itself. The Library participates in a planning process with the City of Calgary that determines the details of new construction projects.

III. FORECAST

In November 2018 the City of Calgary confirmed their financial commitment to Library Lifecycle grant levels for the current budget cycle, 2019 to 2022. The resultant capital spending plan is outlined in the table below:

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	2019	2020	2021	2022
Building Lifecycle Projects	1,634	1,100	1,700	1,250
Vehicle Replacement	60	120	120	120
Furnishings & Equipment	1,280	100	250	175
Technology Infrastructure	520	900	950	500
Miscellaneous Small Projects	500	500	500	500
Total	3,994	2,720	3,520	2,545
CoC Funding Commitment	(2,024)	(3,174)	(3,619)	(2,352)
Other Sources	(2,313)			
Contingency /(Shortfall)	(343)	(454)	(99)	193
Lifecycle Locations	Mem. Pk.	Guiffre	Signal Hill	Saddletowne
	Fish Creek	Riley	Fish Creek	Shawnessy
	Crowfoot	Southwood	Mem. Pk.	Cnty. Hills
	Cnty. Hills		Umbach	

Also, there is a new construction project planned and funded for this budget cycle, the Symons Valley Library. The cost of the library is part of the overall \$35M budget for this project, which includes affordable housing and arts and culture space.

IV. RECOMMENDATION

That the Calgary Public Library Board receive this report, ***Capital Spending Profile 2019 – 2022***, for information.

Paul Lane
Director, Corporate Services

Calgary Public Library Board Meeting

October 2nd, 2019

Unapproved Minutes

Strategy & Community Committee

Central Library Boardroom 0-11

Wednesday, September 10th, 2019

5.30 pm

In Attendance:

Board

Mr. Isaac Elias, Chair

Ms. Jocelyn Phu

Ms. Janet Hutchinson

Mr. Robert Macauley

Administration

Ms. Sarah Meilleur, Director, Service Delivery

Ms. Heather Robertson, Director, Service Design

Regrets:

Guests:

Ms. Barb Gillard, Business Analyst

Ms. Kate Schutz, Service Design Lead

I. Meeting Opening

Mr. Elias respectfully acknowledged that we are gathered here today at a place called Moh'kinsstis, a Blackfoot word that means elbow. The word describes the landscape of what is now known as Calgary, an area where the Elbow River meets the Bow River.

It is in the spirit of respect and truth that we honour and acknowledge Moh'kinsstis, and recognize the traditional territories and oral practices of the Blackfoot people, the Nakoda people of the Stoney Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region Three. This Library is one of 21 libraries across our city built on this traditional land. Finally, we acknowledge all people who make their homes in the Treaty 7 territory of Southern Alberta.

II. Review of Agenda

MOVED by Ms. Hutchinson that the agenda for September 10th, 2019 be approved as presented.

Carried Unanimously

III. Approval of Minutes

MOVED by Ms. Phu that the Minutes of June 11th, 2019 meeting be approved as presented.

Carried Unanimously

IV. Business Arising and Review of Action Items

None.

V. Strategic Scorecard Update

Ms. Gillard presented the 2019 Q2 Strategic Scorecard update. The Q2 Strategic report reviews measures of “How Much?” (quantity of key outputs that support the quality of life results) and, for the first time with this Strategic Plan, also presents measures of “How Well” (quality of key outputs or the effectiveness of resource allocations to support key outputs).

Overall, set targets are being met in over half of the reported areas and we are still showing an increase in year over year numbers. Some discussion was held about wireless use, which is showing well over the set targets for a myriad of reasons, including that IT has changed the way WIFI is accessed and therefore users now auto reconnect over a set period of time. Ms. Gillard clarified that this number represents each individual connection to the Library’s WIFI network. Discussion also ensued regarding whether this measure reflects reliability and stability, or simply connection. Currently, this number reflects activity as a “How Much” measure and the quality of wireless use is something for Administration to consider further as “How Well” measurements evolve.

A question was raised as to whether there will be impacts to the areas of Program and Outreach due to the recent budget cuts. Administration reported that there will be a reduction in the “How Much” Programs and Outreach measures beginning in Q3 and continuing into Q4. It was noted that 2020 budget conversations are currently ongoing.

Some discussion ensued regarding the Table on page 11, in particular how targets are set and how the quarter to quarter and year over year is displayed, A desire to have more information included, similar to the risk register, was expressed. Ms. Gillard will work on incorporating these changes for the next Strategic Scorecard review.

Some discussion was held on the Municipal Benchmarking Network Canada (MBNCanada). Participating in this allows the Library to see how we compare to other large urban libraries (Montreal, Halifax, Toronto, etc.) in the areas of circulation, budgetary numbers, etc.

Under the new “How Well” measures, the metric of computer and Chromebook utilization looks at how often available computer resources are being used. It was felt this was a good start and it was suggested that it may also be interesting to measure the number of hours that computers and Chromebooks are being utilized at 80%,100% etc. of overall capacity. Administration will review this idea further and bring recommendations back at the Q4 Strategic Scorecard Report. The committee was impressed by how the Library is utilizing this measure to compare use across community libraries and allocate resources effectively,

Other discussions were held surrounding the patron engagement metric showing the number of services patrons were accessing per 24-hour period, as well as program and library satisfaction surveys that are completed. The question was asked of how can we extract data to tell meaningful stories with those who don’t participate in the survey? Administration shared that Marketing and Communications hired a firm to do demographic research a few years ago, which included a review of core users by postal code and profile. Further discussion on this is a potential for the next committee workplan.

Meeting room utilization was also discussed, including the possibility of whether drilling down further to understand what the rooms are being used for and by whom (companies vs. individuals) would provide deeper insight into how the community is using library spaces. It was determined that identifying how much meeting space was utilized was a sufficient measurement.

A suggestion was made that this strategic scorecard eventually be shared at the Alberta Library Conference. The decision was made to consider this after a year worth of measures had been completed, so targeting ALC 2021.

MOVED by Mr. Macauley that the Strategy and Community Committee receive this report, 2019 Q2 Strategic Scorecard for information.

Carried

Unanimously

VI. School Age Strategy

Ms. Schutz presented an overview on the School Age Strategy. She reviewed the four guiding principles of the strategy including: 1. The Library has a societal responsibility to provide a nurturing environment for children, 2. Play and fun are prominent, 3. Evidence-based practices, current pedagogy, community partnerships, especially those with school

board partners and ongoing research inform high standards of innovation and relevancy.
4. An intersectional lens is applied to better relate to and affirm all children. Some discussion was held surrounding the audience for the report and next steps with communicating and implementing the strategy. This will be a part of the 2020 workplan.

MOVED by Ms. Phu that the Strategy and Community Committee receive this report, School Age Strategy for information.

Carried Unanimously

VII. 2019 Workplan Review

Due to conflicts, there is a need to move the next scheduled S&C meeting, currently scheduled Oct. 8th, at Country Hills. Committee discussed alternative dates, with a date of October 24th being the best option. All agreed to move the next meeting to Thursday Oct. 24th, still at Country Hills.

Action	Responsible	Deadline
Donna to rebook the next S&C meeting for October 24 th at Country Hills	Donna Yazlovasky	ASAP

VIII. Other Business

A question was raised regarding the status on the proposal to eliminate fines for youth material. It is still top of mind and the Library requires more information on the 2020 budget before determining next steps.

IX. Adjournment

MOVED by Mr. Macauley that the meeting be adjourned at 7:30 pm.

Transcribed by Donna Yazlovasky

Mr. Isaac Elias
Chair

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library
Board Central Library, 0-11
Boardroom
Wednesday, Sept. 4th,
2019, 5:30pm

In Attendance:

Board:

Ms. Shereen Samuels, Chair
Ms. Janet Hutchinson
Mr. Andrew Rodych
Mr. Avnish Mehta
Ms. Debra Giles (teleconf.)

Administration:

Mr. Mark Asberg, CEO
Ms. Mary Kapusta, Director Marketing &
Communications

Guest:

Christine Gingerick, Library Foundation

Regrets:

Mr. Isaac Elias
Mr. Paul Lane, Director, Corporate Services
Ms. Sarah Meilleur, Director, Service
Delivery

I. Treaty 7 Opening

Ms. Samuels respectfully acknowledged that the Committee is meeting at a place called Moh'kinsstis, a Blackfoot word that means elbow. The word describes the landscape of what is now known as Calgary, an area where the Elbow River meets the Bow River.

It is in the spirit of respect and truth that we honor and acknowledge Moh'kinsstis, and recognize the traditional territories and oral practices of the Blackfoot people, the Nakoda people of the Stoney Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region Three. This Library is one of 21 libraries across our city built on this traditional land. Finally, we acknowledge all people who make their homes in the Treaty 7 territory of Southern Alberta.

II. Review of Agenda

MOVED by Mr. Rodych that the agenda of the September 4th, 2019 meeting, be approved.

Carried Unanimously

III. Approval of Minutes

MOVED by Ms. Hutchinson that the minutes of the June 5th, 2019, Governance Committee

meeting be approved, with the following amendments:

- 1) Item VI, RBC Operating Line Bank Resolution, the statements “MOVED by....” and “Carried Unanimously” should be placed at the end of the section, after the two items being brought forward for a decision have been listed.

Carried Unanimously

IV. Business Arising from Minutes

The City of Calgary has confirmed that the Board recruitment process requires that the Board will bring forward to the City two candidates for each available Board position.

V. Board Recruitment

Mr. Rodych gave an update on the Board Recruitment process. Candidate interviews have been rescheduled to accommodate individual schedules and to ensure all interviews could be completed within a single day, a recommended best practice for recruitments of this nature. Pekarsky & Co. has completed a preliminary search using last year's candidate list, with additional candidates being identified based on requirements provided by the Board. A shortlist of five interviewees has been created. Once the interviews are completed, the interview team will submit three new names to the Board for approval, in addition to Mr. Elias, who is being recommended for re-appointment. The Board's recruitment report to the City of Calgary is due October 1st, a deadline to be further discussed in item IX, *Date of September Board Meeting*.

VI. Follow-up on Naming Policies Approval

A. Direction from Board to Review Best Practices on Honorific Naming Policy

Mr. Asberg brought this item forward as a reminder. Research on best practices surrounding honorific namings was requested by the Board. Given that there are no honorific naming opportunities currently pending, Committee members agreed to add this to the 2019/2020 workplan.

VII. Next Step on Policy Revisions

Earlier in the year, a list was developed of a series of Board policies to review. In the meantime, detailed discussions related to the naming policies and procedures related to CEO absence took priority. Committee members unanimously agreed that the work of updating other Board policies, and further aligning Board policies in general with the new Strategic Plan, should be moved to the 2019/2020 workplan.

VIII. E-Book Advocacy

Mr. Asberg shared that The Canadian Urban Libraries Council (CULC) is advocating for increased access to digital publications for library users across Canada. Libraries increasingly struggle to obtain digital publications from multinational publishers, due to cost pressures, but also due to the often-strict licensing limitations applied to digital publications. E-books may

cost as many as three to four times the cost of paperback or hard cover editions of the same title. At the same, restrictions on an e-book title applied to libraries may ensure that the title can only be circulated a limited number of times and/or within a limited period. Publishers also place embargos on purchasing some newly released titles and other titles are currently not available to Canadian libraries in e-audio format.

At the last audit presentation to City Council, the challenges faced by libraries in acquiring digital content for patrons was presented as a risk to the organization. Ms. Hutchinson noted that the Urban Library Council (ULC) is also starting a campaign with regards to E-Book advocacy, and that they are keen to explore how ULC and CULC can work together. CULC has a meeting scheduled for September 25th, where more information will be shared.

In response to a question, Mr. Asberg noted that this topic could have been considered by either Strategy and Community or Governance. As the topic is not included on either workplan, it was decided to bring this topic to Governance, simply as a result of the Governance meeting occurring first.

Ms. Kapusta noted CPL taking a position on this issue is strategically valuable. Other libraries have shared official statements regarding the availability of E-Books. These statements help patrons understand why some titles may not be available in public libraries. Calgary Public Library endorsing a statement on this topic would be its first step in supporting CULC's ongoing work in this area. Ms. Kapusta confirmed that communication talking points related to this advocacy can certainly be prepared.

MOVED by Ms. Hutchinson that the Governance Committee recommend that the Calgary Public Library Board endorse Calgary Public Library's Statement on Digital Resources Advocacy.

Carried Unanimously

IX. Date of September Board Meeting

Due to the unavailability of several Board Members, Mr. Mehta does not believe the September 25th Board meeting will have quorum. The committee agreed that the Board meeting should be moved to the next Wednesday: October 2. Both Ms. Giles and Ms. Hutchinson stated they will be absent for the October 2nd meeting, however quorum should still be achieved.

It was noted, however, that approved nominations for Library Board member appointments must be submitted to the City by October 1. Mr. Mehta stated that he would ask the City for an extension of this date, so that the Board could consider the motion related to nominations on October 2 and then submit them to the City. If an extension turns out not to be possible, the Board would take an emergency, electronic motion to meet the City's original deadline.

As the next Governance Committee meeting is also scheduled for October 2nd, it was suggested that Governance shorten its meeting and meet a half hour prior to the Board Meeting, in order to discuss the recommendations of the Board search committee.

Action	Responsible	Deadline
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Calgary Public Library Board Meeting
October 2nd, 2019

Request an extension from the City on submitting Board approved nominations for Library Board appointments.	Avnish Mehta	ASAP
Communicate information about the rescheduled Board and Governance Meetings	Administration	ASAP

X. CEO Transition

Discussion was held on whether there are any loose ends left to tie up with regards to the CEO transition. The hiring committee will schedule a meeting to draft feedback on the hiring process, which will be reported back to the Governance Committee and then to Salopek and Associates. The 360-review process needs to be finalized but will be moved to next year's workplan. Outstanding items related to Mr. Ptacek's contract are in process.

XI. Motion to move in camera

MOTION to move in camera was moved by Mr. Mehta.

XII. Motion to move out of camera

MOTION to rise without reporting was moved by Mr. Rodych.

XIII. Adjournment

MOVED by Mr. Mehta, that the meeting be adjourned at 6:50 pm.

Transcribed by Donna Yazlovasky

Ms. Shereen Samuels, Chair

Support and Endorsement of the Canadian Urban Libraries Council in its efforts to increase access to eBooks and eAudiobooks

I. Purpose

To obtain Library Board support and endorsement of the the Canadian Urban Libraries Council in its efforts to increase access to eBooks and eAudiobooks for library users in Calgary and across Canada.

II. Background

Libraries and the early literacy programs that they run are integral to developing proficient readers and ensuring that kids succeed in school. More and more, digital literacy programs run by public libraries also help ensure that citizens can contribute to our digital world. Additionally, for many seniors, lower income families, youth, and new Canadians, public libraries provide access to information they may not otherwise be able to obtain.

Members of the Canadian Urban Libraries Council (CULC) spend approximately \$100 million in public funds annually on library acquisitions. Even with this significant expenditure, libraries increasingly struggle to obtain digital publications from multinational publishers, due to other cost pressures and the often-strict licensing limitations applied to digital publications. By way of example, an e-book may cost as many as three to four times the cost of a paperback or hard cover edition of the same title. At the same, restrictions on the e-book title applied to libraries may ensure that the title can only be circulated a limited number of times and/or within a limited period, while the less expensive physical formats would last longer and circulate more. In addition, some titles are currently not available to Canadian libraries in e-audio format.

The critical problem is that multinational publishers are limiting access to digital publications by Canadian libraries, and, even when a publication is made available, are making them prohibitively expensive to acquire.

The Canadian Urban Libraries Council is advocating for increased access to digital publications for library users across Canada. In addition, CULC is calling upon the Federal government to investigate the barriers faced by libraries in acquiring digital publications, with an eye to developing solutions that increase access to digital publications across Canada and assist libraries in meeting the cost requirements to acquire digital publications.

III. CALGARY PUBLIC LIBRARY STATEMENT ON DIGITAL RESOURCES ADVOCACY

Digital titles make up one of the fastest growing areas of borrowing at Calgary Public Library, with nearly 1.9 million eBook and eAudiobook check outs last year. But the way publishers' price and licence digital titles makes it challenging to meet patrons' needs. Calgary Public Library is committed to addressing these issues so that we can continue to provide our patrons great content in a convenient way.

Public libraries face challenges including high prices and restrictive purchasing models. Libraries pay significantly higher prices for digital books than print versions, and while libraries own physical copies of books, digital copies are licensed rather than sold outright. The license sets how many patrons can check the title out (typically one at a time), and some licenses limit use to a specific time, meaning libraries must repurchase titles. Additionally, some publishers place embargoes on titles, meaning libraries must wait a set time after a new release before they can buy the title. Other titles are completely unavailable to be purchased by libraries.

These various actions limit what titles library patrons can access, which hampers the core mandate of public libraries to provide equitable access to information for all. At the same time, public libraries play a vital role in a vibrant book industry by promoting literacy and a love of reading and encouraging people to acquire more content of all varieties.

Calgary Public Library supports the Canadian Urban Libraries Council in its efforts to increase access to eBooks and eAudiobooks for library users in Calgary and across Canada. Calgary Public Library asks publishers to reconsider their actions and to be informed about the impact their current models have. In addition and along with other CULC members across Canada, Calgary Public Library is asking the Federal government to recognize the critical role that libraries play by providing access to materials that allow community members to learn, grow, and realize their potentials; the Federal government has a vital role to play in ensuring that Canadian libraries can meet the growing demand for digital publications.

IV. RECOMMENDATION

That the Governance Committee recommend that the Calgary Public Library Board receive this report and provide support and endorsement of the Canadian Urban Libraries Council in its efforts to increase access to eBooks and eAudiobooks for library users in Calgary and across Canada.

Calgary Public Library Foundation Update

September 24, 2019

Gift Highlights

Gifts Secured

- \$300,000 for teen programs
- \$103,459 for Digital Learning In the Community
- \$45,000 for Newcomers
- \$15,000 for AR/VR Coding Buddies
- \$5,500 for Extension of Weekly Storytime

Asks Pending

- \$1,000,000 – \$3,000,000 for Teen Space
- \$212,000 for Library as a Laboratory
- \$250,000 for space at Central Library
- \$100,000 for Homebound Readers
- \$100,000 for Experts in Residence
- \$50,000 for room naming
- \$40,000 for Igniting the Fire
- \$25,000 for AR/VR Coding Buddies
- \$25,000 for Newcomer Services
- \$20,000 for AR/VR Coding Buddies
- \$17,425 for the Arts for 2019 Author in Residence
- \$15,000 for Windows of Opportunity
- \$10,000 for Library Goes to Kindergarten
- \$5,000 for a Windows of Opportunity
- \$5,000 for a Windows of Opportunity

Declines

\$107,000 for Ultimate Summer Challenge
\$500 for Locked Library Ticket packages

Other Highlights

- Susan Anderson gift announcement and naming of the Jocelyn Louise Anderson Children's Library. It included a media event and private event.
- Hosted a meeting of Tiger 21, high net worth business owners and wealth advisors.
- Summer direct mail, sent with BMO matching gift offer and focusing on Ultimate Summer Challenge and other children's programs, raised \$70,357 with a 2.8% conversion rate, representing a \$7,000 increase on last year's summer matching appeal and a 0.2% increase in gift conversion.
- Our fall direct mail landed in mail boxes on September 5 and has a focus on the Library's programs and services for school-age children. The Foundation worked closely with the Library's Service Design team to include relevant impact statements and statistics for this direct mail.

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- A legacy giving direct mail piece will go out in late September. The piece is written and signed by a legacy donor and Library volunteer and includes information about leaving a gift to the Library.
- The Library Foundation hosted the 3rd annual International Public Library Fundraising Conference in July where Foundation staff members Christine Gingerick, Tracy Johnson, and Courtney McLaughlin presented.
- Calgarians donated 44 pallets of books and more than 100 volunteers participated in our annual Book Drive event at Nose Hill, Signal Hill, and Fish Creek.
- Decision made to not hold the Bob Edwards Award Gala in 2019

Upcoming

- October 9 - Gift Announcement and naming of Forest Lawn Library Program Room
- November 11 - Final day for Windows of Opportunity Campaign
- November 12 - Release of holiday direct mail appeal
- December 3 - Giving Tuesday 2019

Add In Campaign to Date (as at Sept 13, 2019)

- Campaign to Date Raised: \$345,675,048
- Year to Date Raised: \$7,917,666
- Total Campaign Gifts: 66,722
- Unique Supporters: 19,360
- Windows of Opportunity: 2,370
 - 2,149 at \$100
 - 132 at \$2018
 - 89 at \$5000

Calgary Public Library Board Meeting
October 2nd, 2019