CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, January 29, 2020
0-11 Boardroom, Central Library

CALGARY
PUBLIC
LIBRARY

CALGARY PUBLIC LIBRARY

Board Meeting
5:30 pm, Wednesday, January 29, 2020
0-11 Boardroom, Central Library

Treaty 7 Opening

We 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.

Operational Report
January 2020

Government Relations

The last Operational Report referred to potential changes to the Library's 2020 operating grant from the City of Calgary. Since then, the City's 2020 Budget has been finalized and no further cuts to the Library's operational funding were included, keeping in mind that the City's $1,792,000 reduction operational funding for the Library announced in July 2019 is a permanent cut that impacts the 2020 operating budget.

The Library CEO, and Board member Rob Macaulay on behalf of the Board Chair, took part in the Provincial Network Nodes Meeting in Edmonton, hosted by Public Library Services Branch of the Ministry of Municipal Affairs. CEOs and Board representatives representing almost all libraries in Alberta were in attendance. The Minister of Municipal Affairs, the Honourable Kaycee Madu, was present for part of the meeting and spoke about the importance of public libraries in our communities and to him personally. The meeting was a strong opportunity to share developments in Calgary with the Minister, Deputy Minister, Assistant Deputy Minister, and other Library systems, highlighting the Library's efforts supporting Albertans in job finding and career transitions in an evolving economy, working collaboratively with educational institutions to advance our shared interests and leverage our combined resources, and collaborating with Indigenous communities to launch the Indigenous Languages Resource Centre (in support of which the Ministry provided direct funding). The meeting was also a chance to reconnect with Library leaders across the province and discuss the province-wide transition to a new interlibrary loan system, among other issues and developments of interest to public libraries across Alberta.

Operational Highlights

System News and Numbers

On Saturday, January 18, Seton Library celebrated its first birthday with a full day of free family programming, sponsored by Hopewell Residential. The event had over 3,000 attendees and included a special storytime, performances and crafts from the Hangar Flight Museum. In just one year, Seton has had over half a million visits and is now one of our busiest locations.

The Library has built a list of 2020 initiatives in support its Strategic Plan, Potentials Realized. The result of an ideation session held in December at cSpace that included representation from departments and locations across the system, the list brings together ideas for initiatives that will advance each of the priorities of the Strategic Plan: inclusion, reconciliation, connection, early literacy, learning, and empowerment. Initiatives include some items that are wholly new and others that

build on last year's efforts. Tactical plans for each of the identified areas of focus on the list will continue to be developed in more detail and progress updates on the list will be provided to the Board throughout the year.

Turning to year-end numbers, Central reached an important milestone: over two million visits to the building since its opening on November 1, 2018. The system as a whole saw over 7.6 million visits in 2019, a 12% increase over the preceding year. While program offerings in Library were strong (showing an increase of 24% and exceeding 21,000 individual programs), outreach in the community decreased as a result of the need to pull back in the second half of the year amid budget reductions and uncertainty.

Circulation is a bright spot in the year-end numbers, as Calgary Public Library showed a 5% increase in checkouts, bucking a multi-year trend in declining circulation. Digital circulation continues to grow at double digit percentage rates year over year and now represents about a quarter of all circulation in the system.

Growth in new memberships is lower than it was at the same time last year, when the excitement surrounding the opening of Central Library was at its height. Having said that, the Library still welcomed approximately 150,000 new members in 2019 and we look forward to supporting growth in 2020 in ways that will not depend on opening of new facilities.

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

Queerly Festive Dinner and Show

On December 15, Calgary Pride and Calgary Queer Arts Society partnered with the Library to present the *Queerly Festive Dinner and Show – An All Ages Winter Celebration* in the Shaikh Family Welcome Gallery. Queerly Festive was intended to provide refuge for members of the LGBTQ+ community who are displaced and without family during the holiday season. The purpose of the event was to help ensure that everyone in the community had an opportunity to participate, connect, and celebrate diversity. Over 250 people attended and admission to the event was offered free of charge through calgarylibrary.ca.
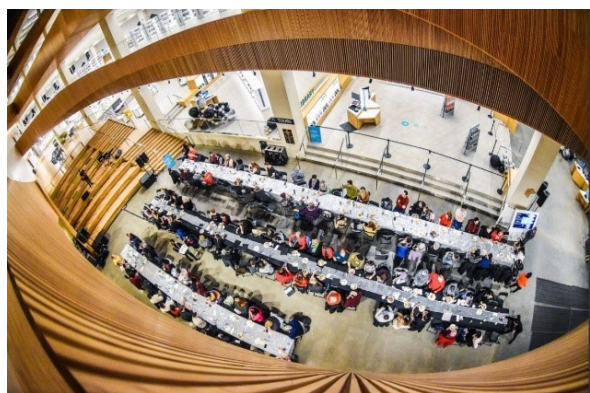
Indigenous Placemaking & Indigenous Languages Day

On December 12, Central Library hosted an artist talk highlighting the five Indigenous artists that have contributed Indigenous Placemaking art at three library locations in 2019. At Central, an interactive augmented reality mural created by Jesse Gouchey, Tanisha Wesley, and Autumn Whiteway engages patrons in the Teen Centre on Level 3. On Level 2, metal pictographs of the Blackfoot language sculpted by Adrian Stimson adorn the wall and floor. At Forest Lawn, a story robe, or winter count, by the late Rodney Big Bull, recounts the tragedy of the Baker Massacre.

At Signal Hill, Lauren Monroe's skylight mural depicting Blackfoot stories is accompanied by traditional dance regalia handcrafted by Treffrey Deerfoot.

Indigenous Languages Day at Central Library was Saturday, December 14. The day marked the official opening of the Indigenous Languages Resource Centre and included the Treaty 7 Book Launch, featuring 12 children's books written in Treaty 7 languages. These books have been added to the Library's permanent collection and enhance programming at the Library to promote Indigenous language and storytelling. The Books are also being distributed to public library systems across Alberta and more copies can be purchased directly from the authors.

December 14 also marked the official opening of the Indigenous Languages Resource Centre. The centre is a place to meet with Elders, view traditional items, and learn Treaty 7 languages. Features include original Indigenous art and a special ceiling light display that mimics the night sky and constellations long tied to oral practices and storytelling.

All these programs were made possible by $1 million in funding from the Government of Alberta and a $1.6 million investment from Suncor Energy Foundation to protect, preserve, and promote Indigenous culture.

Weaving Our Stories

28 Library volunteers at 14 Library locations contributed 105 hours on November 6 to support a city-wide event aimed at building strong communities through sharing success stories by community champions. *Weaving Our Stories*, a partnership with the Community Development Learning Initiative (cdLi), was an evening of story-sharing from local community champions and an opportunity to learn more about their work and be inspired by their efforts. The cdLi's Project Lead, Amanda Palmer, reported that the evening was "magical" in its power to inspire so many people to come together to help make a difference in the city.

Limited Edition Membership Card

In 2016, the Government of Alberta provided libraries with funding to support free public library membership for Indigenous communities across the province. When Glenna Cardinal heard about this change, she was keen to work with the Library to memorialize the journey to it. For many years, she had traveled to her nearest Calgary Public Library to sign up her family for free Library memberships, only to be informed that they were not eligible, as they lived outside of Calgary on the Tsuut'ina Nation. Over the years, Cardinal wrote letters of concern and contacted many people, but no response came and no changes were made until 2016. That year, she had resigned herself to paying the non-resident fee, but when she went to pay it, she was offered a membership at no-charge.

Cardinal approached the Library about working on a project to create Library cards that celebrated Indigenous women. These cards create a direct and tactile connection between Indigenous communities and the Library and inspire others to ask questions and learn more about Indigenous communities in Treaty 7. These new cards mark a more inclusive period of Library service in Calgary and point to an opportunity for us to work together on ensuring we all have access to life-enriching public library resources, services, and connections.

Available at all Library locations as of December 4, 2019, the cards feature photographs of Winnie Bull (nee Crowchild) and her baby daughter Elsie Bull (Jacobs), who are Glenna's great grandmother and grandmother. The availability of the cards is already generating positive stories and connections. One patron excitedly entered Southwood Library because she'd heard about the new cards and was eager to get one, especially as Winnie Bull (nee Crowchild), was her grandmother.

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

Fire Safety Activity Book Partnership with Calgary Fire Department

The Calgary Fire Department and Calgary Public Library launched a new joint project to help all children in Calgary learn about fire safety, while simultaneously practicing early literacy skills. Starting Tuesday, January 21, 2020, all library locations and fire halls in Calgary will begin distributing a new Fire Safety Activity Booklet. The Fire Safety Activity Booklet teaches kids about home safety and the life of a firefighter through colouring sheets, puzzles, and games designed to engage school-aged learners. While a popular teaching tool, the activity book previously had not been updated in over 12 years. Calgary Fire approached the Library to help them update the booklet in early 2019. Thanks to generous support from the Calgary Public Library Foundation, over 75,000 booklets will be made available to Calgarians this year.

Village Square Early Learning Centre

The Village Square refresh of the Early Learning Centre has been completed. The picture book layout was redesigned to promote more browsing and to make the collections more accessible and attractive. Other features include a large build corral space to define a space for physical play. Overall, the area encourages patrons to flow through it in a way that more intentionally promotes caregiver participation in children's play. Staff have observed increased opportunities

for co-operative play between children of varying age ranges. Children of different backgrounds and ages, who are complete strangers to each other, are successfully connecting, developing friendships, and playing together in the space.

Questionarium at Fish Creek

The Questionarium at Fish Creek, a space for kids 6-12, was completed in December with the installation of a ball run, new furniture pieces, a magnetic art rail, and a mural commissioned by local artist, Toner. The mural is 17 feet across and incorporates symbols from STREAM subjects (science, technology, reading, engineering, arts, and math), as well as the Q/Lightbulb logo for the Questionarium, and a feather to acknowledge our place on Treaty 7 land. It has worked to define the space and denote it as an area for older kids. Patron feedback is very positive, and the mural animates an otherwise underused area of the library, drawing attention as you come up the stairs or off the elevator, while signaling to kids that the 2nd floor is a fun, welcoming place just for them.

2019 Author in Residence

Jaspreet Singh, our 2019 Author in Residence, completed his successful residency at the end of November. In the three months that he was at the Library he met with over 65 writers and critiqued 50 writing projects. Jaspreet also conducted community workshops which were well attended, particularly one on climate change and the arts. While Jaspreet has participated in residencies around the world, this was his first one at a public library. He was very impressed with the diversity of authors that consulted with him, and he published an article in the December *Alberta Views* about his residency and the beauty of the Central Library. Thanks to the time and office space provided by the residency, Jaspreet was able to complete a novella and continue work on a memoir of his time in India.

Date

Year | 2019 ▼

Month | November ▼

Monthly Community Library Results

November

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	220	156	-29%	7,495	8,785	17%	11,902	9,503	-20%	1,544	1,547	0%	350	335	-4%	782	947	21%	98	91	-7%	51	57	12%	4	5	25%
Central	8,663	3,263	-62%	218,796	122,547	-44%	93,166	56,237	-40%	18,448	17,347	-6%	3,121	5,362	72%	10,316	34,860	238%	582	613	5%	570	362	-36%	40	29	-28%
Country Hills	571	440	-23%	34,168	39,392	15%	41,010	41,857	2%	1,314	2,419	84%	1,925	2,436	27%	2,940	5,342	82%	343	372	8%	102	94	-8%	17	2	-88%
Crowfoot	754	568	-25%	40,683	37,641	-7%	71,277	70,548	-1%	4,092	3,998	-2%	697	733	5%	5,513	7,393	34%	688	696	1%	119	198	66%	16	7	-56%
Fish Creek	794	455	-43%	35,299	33,666	-5%	61,475	56,058	-9%	4,747	3,381	-29%	589	561	-5%	4,729	6,207	31%	570	546	-4%	124	110	-11%	34	12	-65%
Forest Lawn	468	321	-31%	23,039	20,033	-13%	16,744	12,701	-24%	5,287	4,595	-13%	1,239	1,259	2%	2,430	3,758	55%	135	120	-11%	91	94	3%	94	17	-82%
Giuffre Family	284	200	-30%	13,770	14,719	7%	26,152	23,343	-11%	1,816	1,661	-9%	312	205	-34%	1,517	1,872	23%	269	264	-2%	86	76	-12%	11	3	-73%
Judith Umbach	326	227	-30%	17,770	18,595	5%	25,595	21,455	-16%	3,348	3,141	-6%	877	1,016	16%	2,359	3,197	36%	257	241	-6%	83	63	-24%	31	25	-19%
Louise Riley	285	250	-12%	25,882	25,236	-2%	34,158	30,354	-11%	3,456	2,609	-25%	1,109	1,218	10%	2,178	3,745	72%	408	403	-1%	90	85	-6%	18	11	-39%
Memorial Park	249	112	-55%	18,519	10,891	-41%	10,429	7,079	-32%	0	0	NaN	1,072	953	-11%	1,048	1,636	56%	145	134	-8%	53	36	-32%	5	0	-100%
Nicholls Family	394	215	-45%	17,804	21,147	19%	15,168	12,858	-15%	1,851	1,902	3%	1,474	1,063	-28%	2,185	3,845	76%	143	142	-1%	41	45	10%	3	3	0%
Nose Hill	375	260	-31%	36,655	37,027	1%	48,943	45,686	-7%	3,648	3,214	-12%	1,065	1,093	3%	3,264	5,311	63%	433	446	3%	81	128	58%	1	6	500%
Quarry Park	330	159	-52%	21,811	18,422	-16%	23,634	16,513	-30%	1,829	1,438	-21%	253	186	-26%	1,547	2,035	32%	156	159	2%	53	51	-4%	7	3	-57%
Rocky Ridge	88	63	-28%		0	NaN	7,165	9,225	29%	0	0	NaN	0	0	NaN	849	974	15%	11	21	91%	26	27	4%	13	9	-31%
Saddletowne	730	653	-11%	56,981	50,415	-12%	22,752	21,388	-6%	6,955	6,545	-6%	3,114	3,854	24%	3,874	5,402	39%	116	116	0%	87	94	8%	89	11	-88%
Sage Hill	184	124	-33%	5,937	5,704	-4%	8,088	8,565	6%	0	444	∞%	599	379	-37%	487	917	88%	50	69	38%	54	47	-13%	1	3	200%
Seton	0	624	∞%	0	41,545	∞%	0	37,138	∞%	0	2,076	∞%	0	702	∞%	0	5,374	∞%	0	94	∞%	0	83	∞%	10	1	-90%
Shawnessy	868	472	-46%	48,998	38,255	-22%	54,200	46,706	-14%	5,506	4,292	-22%	1,203	983	-18%	3,669	5,459	49%	510	520	2%	111	68	-39%	10	3	-70%
Signal Hill	538	371	-31%	29,997	31,642	5%	59,198	57,852	-2%	2,859	2,568	-10%	371	307	-17%	2,459	3,374	37%	562	535	-5%	107	100	-7%	10	16	60%
Southwood	248	206	-17%	13,855	12,801	-8%	23,404	20,526	-12%	1,756	1,672	-5%	356	374	5%	1,002	1,639	64%	284	263	-7%	58	53	-9%	7	10	43%
Village Square	520	490	-6%	27,260	45,227	66%	22,133	22,167	0%	4,446	5,168	16%	2,310	2,867	24%	2,621	6,998	167%	136	140	3%	95	83	-13%	63	18	-71%
	16,889	9,629		694,719	633,690		676,593	627,759		72,902	70,017		22,036	25,886		55,769	110,285		5,896	5,985		2,082	1,954		484	194	

Board Level Overview

Calgary Public Library

Date

Year	2019 ▼
Month	December ▼

Monthly Community Library Results

December

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	150	133	-11%	7,229	7,271	1%	9,712	7,897	-19%	1,305	1,401	7%	284	314	11%	604	864	43%	84	90	7%	25	30	20%	1	2	100%
Central	4,303	2,398	-44%	145,803	104,773	-28%	62,841	51,349	-18%	15,509	15,095	-3%	2,646	4,586	73%	10,193	26,580	161%	530	558	5%	402	292	-27%	23	21	-9%
Country Hills	421	395	-6%	27,765	34,308	24%	37,747	37,945	1%	1,218	2,304	89%	1,554	1,891	22%	2,335	4,700	101%	327	321	-2%	66	71	8%	4	1	-75%
Crowfoot	558	477	-15%	35,216	32,919	-7%	64,392	62,331	-3%	3,666	3,621	-1%	449	563	25%	4,619	6,295	36%	647	633	-2%	88	186	111%	1	8	700%
Fish Creek	579	366	-37%	30,647	28,196	-8%	53,754	48,334	-10%	3,661	2,798	-24%	458	439	-4%	3,739	5,210	39%	544	496	-9%	67	78	16%	9	9	0%
Forest Lawn	282	332	18%	17,524	15,797	-10%	14,681	12,244	-17%	4,120	4,010	-3%	870	934	7%	1,900	2,995	58%	121	108	-11%	64	73	14%	45	48	7%
Giuffre Family	214	174	-19%	12,834	12,517	-2%	22,671	19,733	-13%	1,528	1,416	-7%	178	132	-26%	1,102	1,466	33%	264	248	-6%	51	63	24%	1	2	100%
Judith Umbach	187	209	12%	14,964	15,700	5%	21,648	18,432	-15%	2,935	2,741	-7%	693	773	12%	1,887	2,662	41%	228	209	-8%	55	51	-7%	25	15	-40%
Louise Riley	262	264	1%	22,582	22,220	-2%	30,737	25,955	-16%	2,805	2,599	-7%	796	1,178	48%	1,694	3,149	86%	399	373	-7%	58	58	0%	12	4	-67%
Memorial Park	126	92	-27%	9,416	8,812	-6%	9,528	6,661	-30%	0		NaN	828	866	5%	918	1,214	32%	142	134	-6%	25	18	-28%	0		NaN
Nicholls Family	250	211	-16%	14,457	18,499	28%	12,699	11,100	-13%	1,719	1,633	-5%	1,111	1,027	-8%	1,933	3,593	86%	133	132	-1%	25	26	4%	3	1	-67%
Nose Hill	267	205	-23%	27,417	29,287	7%	44,011	39,581	-10%	2,925	2,670	-9%	776	797	3%	2,755	3,997	45%	433	411	-5%	61	113	85%	4	1	-75%
Quarry Park	272	103	-62%	17,038	14,625	-14%	19,679	12,731	-35%	1,504	1,185	-21%	234	153	-35%	1,209	1,748	45%	142	131	-8%	32	42	31%	2	2	0%
Rocky Ridge	52	48	-8%			NaN	6,556	6,832	4%	0		NaN	0		NaN	779	724	-7%	11	15	36%	28	21	-25%	8	4	-50%
Saddletowne	582	540	-7%	47,722	43,858	-8%	20,208	18,195	-10%	6,228	5,958	-4%	2,726	3,332	22%	3,267	4,810	47%	108	100	-7%	56	64	14%	33	4	-88%
Sage Hill	153	123	-20%	4,665	4,638	-1%	6,704	7,417	11%	100	390	290%	461	368	-20%	376	751	100%	48	64	33%	32	36	13%	1	1	0%
Seton	1	517	51,600%	0	33,909	∞%	0	29,431	∞%	0	1,737	∞%	0	603	∞%	0	4,413	∞%	0	75	∞%	0	73	∞%	14	1	-93%
Shawnessy	503	373	-26%	38,515	31,273	-19%	45,107	38,882	-14%	4,343	3,747	-14%	816	746	-9%	2,972	4,375	47%	459	463	1%	69	63	-9%	8	5	-38%
Signal Hill	413	314	-24%	27,385	27,740	1%	52,524	49,593	-6%	2,267	2,379	5%	259	241	-7%	2,061	3,007	46%	544	498	-8%	62	67	8%	2	11	450%
Southwood	154	161	5%	11,687	10,756	-8%	21,071	17,587	-17%	1,434	1,504	5%	238	267	12%	805	1,304	62%	258	253	-2%	32	31	-3%	3	3	0%
Village Square	400	425	6%	26,994	38,602	43%	20,164	20,186	0%	4,332	4,641	7%	1,672	2,577	54%	2,408	5,868	144%	125	116	-7%	68	59	-13%	23	24	4%
	10,129	7,860		539,860	535,700		576,434	542,416		61,599	61,829		17,049	21,787		47,556	89,725		5,547	5,428		1,366	1,515		222	167	

Key Measures Overview

Date

Year	2019 ▼
Month	November ▼

New Members

Nov	2019	9,629	-43%	YTD	2019	141,363	15%
	2018	16,889			2018	122,462	

Active Members

Nov	2019	728,460

Programs & Outreach

Programs

...in the library

Nov	2019	1,954	2%	YTD	2019	20,360	26%
	2018	1,920			2018	16,212	

...in the community

Nov	2019	194	-60%	YTD	2019	4,012	-8%
	2018	481			2018	4,339	

...for adults, seniors or all ages

Nov	2019	556	-32%	YTD	2019	6,553	-2%
	2018	818			2018	6,676	

...for kids & teens

Nov	2019	1,589	-11%	YTD	2019	17,209	22%
	2018	1,790			2018	14,077	

Total number of programs

Nov	2019	2,148	-11%	YTD	2019	24,372	19%
	2018	2,401			2018	20,551	

Program participants

Nov	2019	37,824	-28%	YTD	2019	466,939	12%
	2018	52,700			2018	417,920	

Library Space

Visits

Nov	2019	633,690	-9%	YTD	2019	7,157,963	13%
	2018	694,719			2018	6,335,700	

Room bookings

Nov	2019	4,089	58%	YTD	2019	33,344	258%
	2018	2,595			2018	9,301	

Collections

Physical items acquired

Nov	2019	25,248	5%	YTD	2019	220,514	-19%
	2018	24,051			2018	273,309	

Physical collection size

Nov	2019	1,420,674	1%
	2018	1,405,448	

Expenditure on physical items

Nov	2019	486,136	-8%	YTD	2019	4,208,352	-20%
	2018	530,094			2018	5,228,944	

Total expenditure

Nov	2019	735,348	-4%	YTD	2019	7,316,911	-11%
	2018	767,076			2018	8,255,156	

Circulation

Total Checkouts

Nov	2019	1,244,520	0%	YTD	2019	13,920,125	6%
	2018	1,244,199			2018	13,157,571	

...physical items

Nov	2019	932,033	-5%	YTD	2019	10,638,315	1%
	2018	980,182			2018	10,515,623	

...digital items

Nov	2019	312,487	18%	YTD	2019	3,281,810	24%
	2018	264,017			2018	2,641,948	

Access to Technology

Total technology sessions

Nov	2019	414,852	27%	YTD	2019	4,485,649	37%
	2018	327,868			2018	3,270,516	

...computer sessions

Nov	2019	70,017	-4%	YTD	2019	820,709	6%
	2018	72,902			2018	775,517	

...chromebook sessions

Nov	2019	25,886	17%	YTD	2019	266,489	25%
	2018	22,036			2018	212,966	

...wireless sessions

Nov	2019	110,285	98%	YTD	2019	1,085,165	86%
	2018	55,769			2018	582,386	

...print, copy & scan jobs

Nov	2019	208,664	18%	YTD	2019	2,313,286	36%
	2018	177,161			2018	1,699,647	

Website, Catalogue & Social Media Followers

Website sessions

Nov	2019	526,426	-36%	YTD	2019	7,151,744	-1%
	2018	826,035			2018	7,256,148	

Catalogue sessions

Nov	2019	624,533	20%	YTD	2019	7,074,619	46%
	2018	519,151			2018	4,857,124	

Social media followers

Nov	2019	64,211	28%
	2018	50,084	

Facebook, Twitter, Instagram & LinkedIn

Holds

Active holds				**Members with active holds**		

Nov	2019	273,738	-0%	YTD	2019	51,929	2%
	2018	274,411			2018	50,812	

Key Measures Overview

Calgary Public Library

Date

Year	2019 ▾
Month	December ▾

New Members

Dec	2019	7,860	-22%	YTD	2019	149,223	13%
	2018	10,129			2018	132,591	

Active Members

Dec	2019	723,434

Programs & Outreach

Programs

...in the library

Dec	2019	1,515	11%	YTD	2019	21,875	24%
	2018	1,367			2018	17,579	

...in the community

Dec	2019	167	-33%	YTD	2019	4,179	-9%
	2018	248			2018	4,587	

...for adults, seniors or all ages

Dec	2019	404	-18%	YTD	2019	6,957	-3%
	2018	493			2018	7,169	

...for kids & teens

Dec	2019	1,278	13%	YTD	2019	18,487	22%
	2018	1,134			2018	15,211	

Total number of programs

Dec	2019	1,682	4%	YTD	2019	26,054	18%
	2018	1,615			2018	22,166	

Program participants

Dec	2019	30,812	7%	YTD	2019	497,751	11%
	2018	28,817			2018	446,737	

Library Space

Visits

Dec	2019	535,700	-1%	YTD	2019	7,693,663	12%
	2018	539,860			2018	6,875,560	

Room bookings

Dec	2019	3,617	69%	YTD	2019	36,961	223%
	2018	2,146			2018	11,447	

Collections

Physical items acquired

Dec	2019	14,091	59%	YTD	2019	234,605	-17%
	2018	8,864			2018	282,173	

Physical collection size

Dec	2019	1,377,437	-1%
	2018	1,394,640	

Expenditure on physical items

Dec	2019	317,237	56%	YTD	2019	4,525,589	-17%
	2018	202,749			2018	5,431,693	

Total expenditure

Dec	2019	637,523	108%	YTD	2019	7,954,434	-7%
	2018	305,905			2018	8,561,061	

Circulation

Total Checkouts

Dec	2019	1,172,801	-0%	YTD	2019	15,092,926	5%
	2018	1,173,328			2018	14,330,899	

...physical items

Dec	2019	856,460	-5%	YTD	2019	11,494,775	1%
	2018	902,385			2018	11,418,008	

...digital items

Dec	2019	316,341	17%	YTD	2019	3,598,151	24%
	2018	270,943			2018	2,912,891	

Access to Technology

Total technology sessions

Dec	2019	351,077	25%	YTD	2019	4,836,726	36%
	2018	280,024			2018	3,550,540	

...computer sessions

Dec	2019	61,829	0%	YTD	2019	882,538	5%
	2018	61,599			2018	837,116	

...chromebook sessions

Dec	2019	21,787	28%	YTD	2019	288,276	25%
	2018	17,049			2018	230,015	

...wireless sessions

Dec	2019	89,725	89%	YTD	2019	1,174,890	87%
	2018	47,556			2018	629,942	

...print, copy & scan jobs

Dec	2019	177,736	16%	YTD	2019	2,491,022	34%
	2018	153,820			2018	1,853,467	

Website, Catalogue & Social Media Followers

Website sessions

Dec	2019	515,810	-25%	YTD	2019	7,667,554	-3%
	2018	684,662			2018	7,940,810	

Catalogue sessions

Dec	2019	591,199	21%	YTD	2019	7,665,818	43%
	2018	489,862			2018	5,346,986	

Social media followers

Dec	2019	65,131	27%
	2018	51,209	

Facebook, Twitter, Instagram & LinkedIn

Holds

Active holds | | | **Members with active holds**

Dec	2019	257,603	-3%	YTD	2019	49,474	-1%
	2018	265,369			2018	50,053	

2020 STRATEGIC INITIATIVES

This list is meant to guide 2020 growth and change in the organization in support of the Library's strategic vision. While some items on this list are new, others build on last year's efforts (e.g. implementing a strategy developed in 2019, recommitting to a fine free model). All initiatives are intended to be substantially advanced in 2020 and quarterly progress updates will be provided.

IMPACT	POTENTIAL TACTICS	PRIORITY
Expanded access to Library spaces	• pursuing cost-effective, express library locations • providing member-only access to Library spaces outside of business hours • creating sensory-friendly library hours for individuals for whom such an environment is desirable, for instance persons with autism spectrum disorder	Inclusion
Reduced economic barriers to Library access	• a fine free model to reduce barriers and increase use	Inclusion
Increased bandwidth to work across cultures	• system wide cultural competencies modules for staff • exploring new collections strategies (e.g. rethinking seasonal collections) to seek, include, and promote greater diversity	Inclusion
Support for newcomers	• initiating new cross-organizational processes (e.g. community desks) and leveraging partnerships to develop the Library's position as a platform for newcomer serving agencies and as a resource for lifelong learning and connection	Inclusion
Improved business processes and communications	• consult and learn in order to implement improved internal business processes, partnership agreements, and communications to strengthen relationships with Indigenous communities	Reconciliation
Increased capacity to deliver Indigenous services and programs	• recruiting, onboarding, and developing staff to empower more team members, volunteers, and Library users to participate in Indigenous services and programs	Reconciliation
Indigenous placemaking and programming in all libraries	• including recognition of traditional peoples, lands, and languages in all locations • ensuring that Indigenous programming takes place in more libraries • increasing collections in Indigenous languages and by Indigenous creators	Reconciliation
The Library as engine of civic engagement	• defining the Library's role and offering partnered activities, programs, and events • collaboration with local media to promote civic conversations • providing volunteer opportunities to reach people, especially seniors, experiencing barriers to participation in the Library and the community	Connection
Digitization blueprint	• identifying new, future-fit discovery and access tools for digital assets • charting processes to increase capacity for preserving digital assets that connect community members with local histories	Connection

Increased access to early learning spaces	• growing the number of outdoor early learning centres • upgrading children's libraries in smaller libraries	Early Literacy
Virtualized early literacy practices and messages for caregivers	• creating virtual early literacy assets (e.g. story times, songs, and rhymes) • tethering such assets to the Library's suite of physical early learning experiences, services, and programs	Early Literacy
Teen engagement strategy	• developing a strategy to guide the Library's efforts on spaces, programs, and collections for teens	Learning
Launch of the Library's *Strategy for School Aged Children*	• imagining and trialing more seamless student access to Library resources • consortium licensing of e-resources to reduce barriers to access • expansion of spaces dedicated to school aged children • increasing acquisition of learning to read resources and working with partners to offer programs integrating diverse approaches to learning to read	Learning
Lifelong learning online	• increasing awareness of resources and making access and searching easier • connecting online resources to physical collections and in-Library experiences	Learning
Staff engagement and communication strategy	• rolling out a staff engagement strategy • developing and initiating a framework for system-wide internal communication	Empowerment
Outstanding visitor experiences, in person and online	• establishing and activating a cross-disciplinary steering group to identify opportunities, pursue solutions, and direct improvements in visitor experience • implementing new room booking, program registration, and/or personalization capabilities on calgarylibrary.ca • creating and initiating a multi-year plan to upgrade the Library's virtual service centre technology and expand and improve the Library's use of AI	Empowerment
Expanded content creation capacity	• designing and piloting a development team to produce high quality Library content on multiple platforms	Empowerment

Governance Committee Meeting
Calgary Public Library Board
Central Library, 0-11 Boardroom
Wednesday, January 8, 2020
5:30 pm

In Attendance:

Board:
Ms. Janet Hutchinson (Chair)
Ms. Jocelyn Phu
Mr. Andrew Rodych
Ms. Shereen Samuels

Regret:
Mr. Mark Asberg, CEO
Mr. Paul Lane
Ms. Heather Robertson
Ms. Sarah Meilleur

Administration:
Ms. Mary Kapusta, Director Marketing and
Communications

Guest:
NA

I.   Treaty 7 Opening

Ms. Kapusta respectfully acknowledged that the Committee is meeting 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 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.   Election of Chair

Ms. Kapusta called for nominations from the floor for the position of Chair, Calgary Public Library Governance Committee. Ms. Samuels nominated Ms. Hutchinson. Ms. Hutchinson was declared Committee Chair by acclamation.

Carried Unanimously

III.   Review of Agenda

MOVED by Mr. Rodych that the agenda of the January 8, 2020 meeting, be approved.

Carried Unanimously

IV.   Approval of Minutes

MOVED by Mr. Rodych that the minutes of the October 2, 2019, Governance Committee meeting be approved.

V.   Business Arising from Minutes

1) A discussion was held regarding the Callout for Expressions of Interest in Committee roles and feedback surrounding last year's process. As the previous Governance meeting was abbreviated, no discussion was held regarding the 2018 Board Self Evaluation results, which would have fed the callout of interest. The 2019 Board Self Evaluation will take place shortly, and once the results are received, we will see what feedback there is surrounding this.

VI.   Governance Committee Mandate

Members reviewed the Committee Mandates. All mandates are still applicable with the following amendments:

1) Mandate #1 – Amended to "Oversee the process of selection, performance evaluation, compensation and succession planning for the CEO position."

2) Mandate #3 – There was some discussion regarding the orientation process of new Board members and if this process should be included in the Governance Committee mandate. How is it currently completed, and are there gaps in the current process? Do we need to formalize the process, or does this mandate document the orientation process? It would be best to ask new Board members regarding any gaps. There is a checklist for onboarding of new Board members, overseen by Administration, with multiple areas of focus to orient new Board members.

   It was concluded that the process should be overseen by the Governance Committee and be included as part of Mandate #3. The wording of the mandate is to change to: "Oversight of orientation for new Board and Committee members." The New Board Member Orientation Checklist will be brought to the next Governance Committee meeting for review and approval of the checklist and process. It was also noted a check-in with the new Board members needs to take place. This should happen six months in. This will also be discussed at the next meeting, which will include discussion on the process to ensure new board members understand what it means to have a Board Buddy and Branch Buddy.

3) Mandate #5 – This mandate will stay as is; however, specific items related to the Board's practices, such as conflict resolution, will be addressed in the 2020 Workplan.

Task	Responsible	Deadline
Provide the Governance Committee with New Board member Orientation Process and Checklist for the February Committee meeting	Administration	February 2020

MOVED by Ms. Samuels to approve the Governance Committee mandates with above-noted changes.

Carried Unanimously

VII.   2019/2020 Workplan

The 2019 Governance Committee Workplan was reviewed.

A discussion was held surrounding exit interviews, and in particular, if exit interviews were held for the individuals who recently left. Ms. Hutchinson will follow up with Mr. Mehta.

Further discussion was held with regards to the CEO's annual review, and what the evaluation process consists of. How do we ensure the evaluation process is specific to the current CEO? The Chair needs to determine how to proceed with this going forward and work with the current CEO to develop goals and criteria/metrics. A mid-term review is not required if the process is being evaluated.

Task	Responsible	Deadline
Follow up with Board Chair regarding CEO Annual Evaluation process and development of goals and metrics.	Ms. Hutchinson	February 2020
Email to be sent to Ms. Samuels outlining CEO evaluation metrics.	Ms. Hutchinson	February 2020
Follow up with Ms. Kerr, City of Calgary, confirming the new process for Board Recruitment and Appointment.	Administration	February 2020

VIII.   Board Self-Evaluation

As the October Governance Committee meeting was shortened significantly, the review of the 2018 Board Self-Evaluation did not take place and the 2019 evaluation has yet to be sent out to Board members. It was noted this evaluation is essential to identify areas where the Board may need to address any issues or concerns that arises.

Last year's self-evaluation results were reviewed and the following changes were agreed upon

for the 2019 self-evaluation:

1) Question #8 – Add the following question after #8: "The frequency and timing of all Board and Committee meetings is sufficient."
2) Question #40 – Some questions were surrounding this data, and what "representation" looks like. Should this question be more advocacy-related? Would it be a valuable measure to ask Board members how active they are in representing the Calgary Public Library? Advocacy is an interesting measure but not a real measure of engagement and can cover a variety of things. The Committee agreed to remove question #41, and re-word question #40 to: "I actively advocate the Calgary Public Library in the following ways" and have a qualitative space for responses.
3) Questions #25, #26, #27 – Some discussion was held surrounding these questions, which are related to feedback on other Board members. Can the questions be reduced? Committee members felt that it was essential to keep these in as this takes the temperature of the Board. It was agreed that they would remain.
4) Ms. Yazlovasky was asked to investigate if a pop-up question can be automatically triggered in response to a "Sometimes" answer, which would state, "Please Explain."

The 2019 Board Self-Evaluation will be updated with the changes noted above and be distributed on January 13 or 14. Responses will be due to Ms. Yazlovasky no later than January 24.

Task	Responsible	Deadline
2019 Board Self-Evaluation to be revised and distributed to Board members on January 13 or 14.	Ms. Yazlovasky	January 14, 2020

IX.   Electronic Committee Packages

It was agreed that electronic meeting packages would be sent to all Committee members for the February and March meetings, as a trial run.

X.   Adjournment

MOVED by Ms. Samuels that the meeting be adjourned at 7:10 pm.

Transcribed by: Ms. Yazlovasky

_____
Ms. Hutchinson, Chair

Governance Committee 2020 Workplan As of January 10, 2020			
Item	**Timing**	**Lead**	**Status / Notes**
Board Composition			
Board Relations			
1. Review Organizational Meeting and Orientation Process and make recommendations from Board Self Evaluation	February	Committee Chair	
2. Ensure new Board members' orientation is proceeding	February	Committee Chair	
Board Recruitment			
1. Recruitment / appointment process	April	Board Chair & Committee Chair	To be reviewed in April to determine needs. Sub-tasks will then be added to the Workplan. Prepare a report to be submitted to the City Clerk before early October 2020.
a) A confidential poll of continuing Board members on reappointment candidates	April	Board Chair	
b) Confirm the recruitment strategy; (including use of a search firm)	April	Committee	
c) Formation of Ad Hoc Committee	April/May	Ad Hoc Committee	
d) Current Board members to complete the Skills Matrix. Provide a completed document to the recruitment firm.	April/May	Committee	
CEO Annual Review			
1. The CEO review process for the year 2019 with Mark	A new set of metrics to be reviewed by Committee in September	Committee Chair	Review CEO evaluation metrics. Work with CEO to develop (along with Board Chair and Board Vice-Chair)
2. CEO evaluation metrics	TBC	Committee	
3. 360° Review	TBC	Committee Chair	
Board Self-Evaluation			
1. 2019 Survey Results to the Board	January	Committee Chair	COMPLETED
2. Exit Interviews if necessary as needed	TBD	Committee Chair	
3. Review of exit interviews if necessary as needed	TBD	Committee Chair	
4. Analysis of Response of Board self-evaluation	TBD	Committee	
5. 2020 Survey – review questions and distribute to Board Members	October	Committee Chair	
Bylaw, Policies, Process			
1. Strategic alignment review of bylaws and policies	Ongoing	All	Ms. Hutchinson to draft schedule to review at each meeting

Strategy and Community Committee
Central Library Boardroom 0-11
Wednesday, January 14, 2020
5:30 pm

In Attendance:

Board	Administration
Ms. Shereen Samuels	Mr. Mark Asberg, CEO
Ms. Janet Hutchinson	Ms. Sarah Meilleur, Director, Service Delivery
Mr. Robert Macaulay	Ms. Heather Robertson, Director, Service Design
Ms. Haritha Devulapally	Ms. Mary Kapusta, Director, Communications
Ms. Sandy Gill *(teleconference)*	Mr. Paul Lane, Director, Corporate Services
Ms. Jocelyn Phu	
	Guests:
Regrets:	NA
NA	

I. Meeting Opening

Ms. Samuels respectfully opened the meeting with the Library's land acknowledgement.

II. Election of Chair

Ms. Samuels called for nominations from the floor for the position of Chair, Calgary Public Library Strategy and Community Committee. Mr. Macaulay nominated Ms. Devulapally. Ms. Devulapally accepted the nomination and was declared Committee Chair by acclamation.

Carried Unanimously

III. Review of Agenda

MOVED by Mr. Macaulay that the agenda for January 14, 2020, be approved as presented.

Carried Unanimously

IV. Approval of Minutes

MOVED by Ms. Hutchinson that the Minutes of the October 24, 2019 meeting be approved as presented.

Carried Unanimously

V.   Business Arising and Review of Action Items

There was no business arising or action items from the previous minutes.

VI.   Strategic Scorecard Update for Q4 2019

Mr. Paul Lane presented the accountability framework adopted for Scorecard reporting consisting of three areas of measurement:

- *How Much* measures the number of key outputs that support the quality of life results, which are reported every quarter, so these are the results from Q4 2019 7 of 9 continue to be within 10%, or better, of their targets.

- *How Well* measures the quality of key outputs or the effectiveness of resource allocations made to support the key outputs. The report is produced semi-annually, and the current results are for the second half of the year. The direction of the trend is assessed against first-half results. 4 of 7 results are within 10%, or better, of their targets. 5 of 7 are assessed as steady or improving.

- *Is Anyone Better Off* measures the contribution of the Library towards achieving the desired quality of life results. These measures are reported annually utilizing a telephone survey of 400 random library users in June 2019 and repeated in December 2019. The results for 2019 demonstrated the positive impact of the Strategic Plan and strategic initiatives.

The "Is Anyone Better Off" measures of Personal Growth, Improved Outlook, Belonging, and Inclusion are all new measures added to the Scorecard for this final quarter of 2019.

Discussion ensued regarding the measures of Circulation, Wireless Use, and Holdings Per Capita. Further discussion will take place within the second year of this Strategic Plan, as Administration and the Board continue to evaluate the success of these measures with year over year metrics. Ms. Devulapally asked if the Library was using the right KPI measures to determine progress towards the achievement of the Library's Strategic Plan. Ms. Samuels, Ms. Gills and Mr. Asberg all echoed similar responses that the Board had full confidence in Administration to identify the appropriate KPI measures and agreed that the conversation and questions from board members at S&C and board meetings ensured stable governance and adjustments where required.

Ms. Devulapally suggested having a summary page that would map the tracking system of each measure to the Strategic Initiative priorities. Mr. Lane responded they would explore the suggestion.

MOVED by Ms. Hutchinson that the Strategy and Community Committee receive this report, *Strategic Scorecard Update for Q4 2019,* for information and discussion.

Carried Unanimously

VII. Strategic Initiatives for 2020 Update

Mr. Asberg presented the annual Strategic Initiatives for 2020 that will guide the organization in support of the Library's Strategic Vision of Inclusion, Reconciliation, Connection, Early Literacy, Learning and Empowerment. The progress of the initiatives will be provided to the Board every quarter. The Board was impressed with the initiatives and particularly pleased to see that all demographics were represented, especially Teens. Mr. Macaulay suggested the Library consider including an initiative focused on *Curiosity,* since it is an organizational value, specifically as a concept to share more broadly with the community. ELT will take this suggestion into consideration.

MOVED by Mr. Macaulay that the Strategy and Community Committee receive this report, *2020 Strategic Initiatives* for information and discussion.

Carried Unanimously

VIII. Board Retreat & Planning

Ms. Meilleur confirmed with the Board the scheduled retreat date of March 14th, 2020, and opened the floor for a conversation on potential topics. Mr. Macaulay asked for the In-Camera time allocation to be increased. The Committee discussed the following suggestions for retreat topics:

- Artificial Intelligence (AI)
- Critical Thinking and how it impacts our society and lives. What role does the library have to foster critical thinking skills?
- Emerging Threats & Trends
- Legislation & Regulations
- Partnership & Advocacy
- Diversity & Inclusion
- Cultural Competency
- Intellectual Freedom
- Repetitive Discussion of Agenda topics

Ms. Samuels recommended establishing an Adhoc committee to oversee the planning of the retreat. Ms. Samuel and Ms. Hutchinson volunteered to be on the Committee and will work with the Administration on behalf of the Board.

MOVED by Ms. Samuels to create an AdHoc committee to strategize the Calgary Public Library Annual Retreat.

Carried Unanimously

IX. 2020 Strategy & Community Committee Meeting Locations

Ms. Meilleur suggested some community library locations for the Committee to consider for meeting venues. The following dates and locations were confirmed for the 2020 Strategy and Community Committee Calendar, all at 5:30pm:

- Tuesday, February 11th, 2020 at Central Library
- Tuesday, March 10th 2020 at Central Library,
- Tuesday, April 15th, 2020 at Signal Hill Library
- Tuesday, May 12th, 2020 at Central Library
- Tuesday, June 9th, 2020 at Nose Hill Library
- Tuesday, September 9th, 2020 at Central Library
- Tuesday, October 14th, 2020 at Fish Creek Library

X. 2020 Workplan

Ms. Meilleur proposed adding the Committee Mandate and Description to the Workplan for review, to which the Committee agreed.

XI. Distribution of Board Meeting Materials and Packages

Ms. Meilleur followed up from the Organizational Meeting with the suggestion to transition the meeting packages to digital format. The Committee agreed to the transition, with a caveat that technology should not create a barrier and anyone who wants a printed copy should receive one. Mr. Macaulay also recommended reducing the package content by eliminating the verbatim land acknowledgement within the minutes.

XII. Other Business

No other business.

XIII. Adjournment

MOVED by Mr. Macaulay that the meeting be adjourned at 7.40 pm.
Transcribed by Dee Adekugbe

_____
Haritha Devulapally
Chair

Calgary Public Library Board
Audit and Finance Committee
January 21, 2020

Minutes Unavailable

Report to the
Calgary Public Library Board
Audit and Finance Committee
January 21, 2020

Risk Register Update for Q4 2019

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 2019.

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

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

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

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

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

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

III. **CURRENT RESULTS**
There are currently 15 risk factors under active monitoring, including 13 that are updated for this report. Updated measures are indicated by bold typeface on the At A Glance page at the front of the attached dashboards.

Of these 13 updated risk factors, fully 8 have been categorized in the low threat range which calls for continued monitoring by Administration:

Range	# of Measures	Notes
🟩	8	
🟨	3	Physical & Virtual Visits, Circulation
🟥	2	Central Security, Capital Assets

Physical visits are up over 10% for the year, but comparison with the final quarter is lower due to the impact of the opening of the Central Library late in 2018. Virtual visits are a combination of visits to the website and the catalogue and are historically volatile. The Q4 total may also have suffered by comparison to the Central Library opening quarter.

Tangible Capital Assets decreased more than expected, primarily due to lower capital funding than anticipated, and an emphasis on replacement of non-TCA items over capital goods.

Security at the Central Library continues to be the main area of concern on the scorecard. In addition to increased security staff presence and training, physical changes to the Learning Commons area are being contemplated with the aim of reducing the concentration of customers into a single area.

IV. DEVELOPMENT
As previously agreed, the Operating Fund Forecast metric will be replaced with Change in Net Financial Assets beginning with 2020 reporting.

The future of tangible capital asset reporting is under review, as are attempts to quantify the value of buildings not currently included in this measure.

V. CONCLUSION
Risks continue to be well monitored and mitigated. 7 of the reported 13 measures are meeting their post-mitigation targets, and 2 more are exceeding post-mitigation targets. Of the 4 measures falling below post-mitigation targets, 3 are due to temporary issues. Security Incidents at Central Library is the major cause for concern and new mitigation strategies are under development.

VI. RECOMMENDATION
1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q4 2019***, to the Calgary Public Library Board.

Paul Lane
Director, Corporate Services

att: Q4 2019 Risk Register

RELEVANCE:

The risk that community indifference negatively impacts ability to improve the quality of life in Calgary

Risk Factor	Current Value	Status	Next Update
Active Memberships	56.3	🟢	Q1 2020
Satisfaction Score	4.6	🟢	Q2 2020
Pace of Innovation	32	🟢	Q2 2020
Volunteer Support	93%	🟢	Q1 2020

FINANCE:

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

Risk Factor	Current Value	Status	Next Update
Operating Fund Forecast	4.8%	🟢	Q2 2020
Fraud	$0.00	🟢	Q1 2020
Operating Cost per Use	$1.38	🟢	Q1 2020
Municipal Grant per Capita	$40.80	🟡	Q3 2020
Change in Capital Assets	-6.7%	🔴	Q4 2020

OPERATIONS:

The risk that ineffective processes negatively impact the Library's ability to manage complexity and change

Risk Factor	Current Value	Status	Next Update
Building Visits	3.4%	🟡	Q1 2020
Virtual Visits	-3.3%	🟡	Q1 2020
Circulation	11.74	🟡	Q1 2020
Staff Engagement	71%	🟢	Q2 2020

SECURITY:

The risk that real or perceived safety and security concerns negatively impact organizational capacity, reputation and community support

Risk Factor	Current Value	Status	Next Update
Community Libraries Incidents	0.90	🟢	Q1 2020
Central Library Incidents	4.48	🔴	Q1 2020

CALGARY PUBLIC LIBRARY

ACTIVE MEMBERSHIPS

- Active library memberships divided by the population of the legal service area. Reported quarterly

- The proportion of the population that is an active library user is a direct indicator of the degree of relevance to the community

- Relevance is a necessary condition to achieve the aims of the Strategic Plan

CURRENT READING

56.3

↓

50   45

COMMENTARY

- Latest values
  - 723,434 active members
  - 2019 census population of 1,285,711

- Members increased at the same pace as last quarter, however the new census figure moderated the percent of members per capita

- Calgary Public Library Members as a proportion of overall population is well above the national median of 39.2 (MBNCanada, 2018)

MITIGATION STATUS AND ACTIONS

Likelihood

L   M   H

L

Impact   M   ⚠

H   ⚠

Pre-Mitigation ⚠

Post-Mitigation ⚠
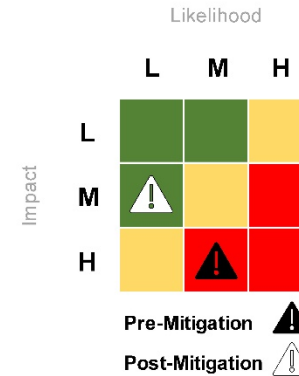
- Increase outreach to areas distant from a convenient library branch

- Co-locate library branches with complementary services and amenities

- Contact expiring members with easy renewal options

- Increase the availability and quality of online offerings

- Customer appreciation events and promotions

- Reduce financial and procedural barriers to membership

- Create gathering and meeting spaces to decrease social isolation

RECENT READINGS

Date	Reading	Status
2019 Q3	57.5	🟢
2019 Q2	57.0	🟢
2019 Q1	55.9	🟢
2018 Q4	54.2	🟢

CALGARY PUBLIC LIBRARY

SATISFACTION SCORE

- Average rating of satisfaction with overall library service in a random sample of library users. Reported semi-annually

- High levels of user satisfaction are a driver of discretionary decision-taking to use library services, and thereby increase relevance

- Relevance is a necessary condition to achieve the aims of the Strategic Plan

CURRENT READING

4.6

4.5	3.5

COMMENTARY

- Member satisfaction with the Library is generally quite high

- Latest survey was conducted in December 2019. 400 respondents were asked for their overall satisfaction with their experience with Calgary Public Library

MITIGATION STATUS AND ACTIONS

Likelihood

Impact

	L	M	H
L			
M	⚠		
H		⚠	

Pre-Mitigation ⚠

Post-Mitigation ⚠
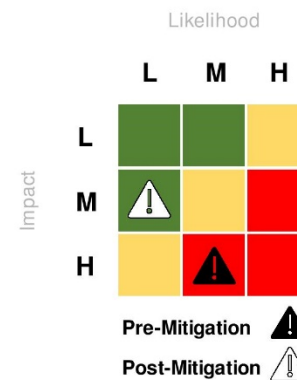
- Update appearance and amenities in all community libraries

- Focus programs and services on areas of biggest impact and need

- Improve merchandising and presentation of collections

- Increase training in service excellence

- Seek input from service professionals

RECENT READINGS

Date	Reading	Status
Q2 2019	4.6/5	🟢
2018	4.6/5	🟢
2017	4.5/5	🟢
2016	4.8/5	🟢

CALGARY
PUBLIC
LIBRARY

PACE OF INNOVATION

- The number of new programs/events and materially refreshed programs/events put into service. Reported semi-annually

- Timely topics and delivery techniques that reflect current best practices are necessary for customer interest, which is a driver of relevance

- Relevance is a necessary condition to achieve the aims of the Strategic Plan

CURRENT READING

32

	24	16

COMMENTARY

- Service Design projects in Q1/Q2 shifted focus away from new Central Library and towards community libraries

- Projects largely consisted of one-time events, installation features and program pilots.

- This measure is reported semi-annually to account for projects that are at various stages of development

MITIGATION STATUS AND ACTIONS

Likelihood

	L	M	H
L			
M		⚠	
H			⚠

Impact

Pre-Mitigation ⚠
Post-Mitigation ⚠
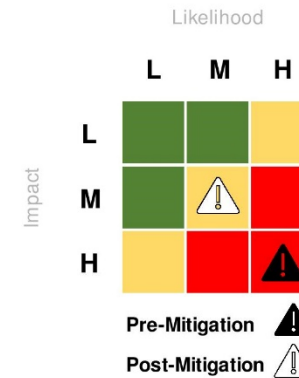
- Project management practices and iterative design process create a manageable pipeline

- Collaborative process between Service Design and Service Delivery

- Regular piloting and trialing of new concepts

RECENT READINGS

Date	Reading	Status
Q2 2019	31	🟢

CALGARY PUBLIC LIBRARY

VOLUNTEER SUPPORT

- The percentage of volunteer placements filled in all libraries in the system. Reported quarterly

- The ability to attract and retain volunteers is an indicator of community support for the Library, a driver of relevance

- Relevance is a necessary condition to achieve the aims of the Strategic Plan

CURRENT READING

93%

90%   70%
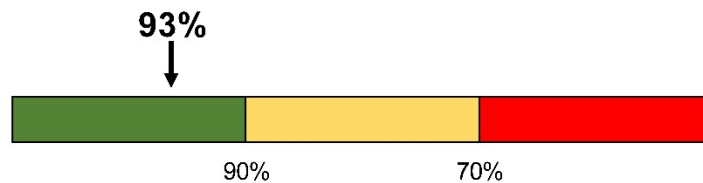
COMMENTARY

- Latest values

  - 3,627 placements filled
  - 3,900 placements needed

- Reporting volunteer placements filled now attributes more weight to programs that require more volunteers

- Volunteer supported program placements (i.e. Reading Buddies) are counted the number of volunteers placed to run the program

- On-going programs (i.e. Wayfinding) are counted by shifts filled

- If volunteer opportunities cannot be filled, programs may offer a lesser experience to members or be cancelled altogether

MITIGATION STATUS AND ACTIONS

Likelihood

	L	M	H
L	⚠		
M		⚠	
H			

Pre-Mitigation ⚠

Post-Mitigation ⚠

- Enhance training of volunteers

- Enhance recognition of volunteers

- Broaden scope of volunteer opportunities

- Integrate volunteers more closely into service delivery model

RECENT READINGS

Date	Reading	Status
2019 Q3	93%	🟢
2019 Q2	90%	🟢
2019 Q1	97%	🟢
2018 Q4	98%	🟢

CALGARY PUBLIC LIBRARY

OPERATING FUND FORECAST

- The forecast year-end operating fund balance. Reported quarterly commencing in Q2

- Good stewardship is a necessary condition for stakeholders to maintain confidence in the Library and provide sufficient funding to achieve the aims of the Strategic Plan
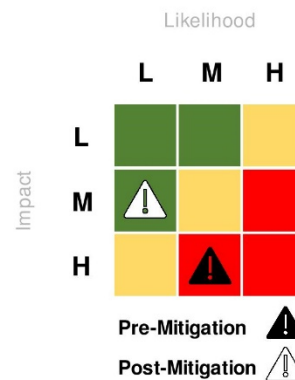
CURRENT READING

4.8%

-1%   -2%
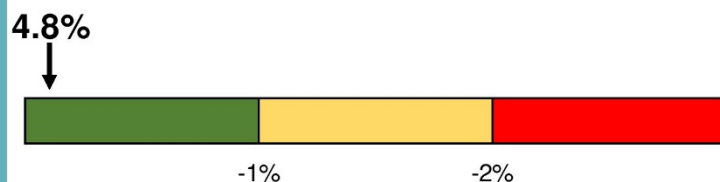
COMMENTARY

- With minimal reserve funds, the Library is unable to absorb even small negative variances in the operating fund

- A surplus of $3.2M out of available funds of $66.0M yields a balance of +4.8%

MITIGATION STATUS AND ACTIONS

Likelihood

	L	M	H
L			
M	⚠		
H		⚠	

Impact

Pre-Mitigation ⚠
Post-Mitigation ⚠

- Daily oversight through purchasing and payment controls, including one up approvals

- Monthly oversight by the Library's Executive Leadership Team

- Quarterly oversight by the Library Board's Audit and Finance Committee

RECENT READINGS

Date	Reading	Status
2019 Q3	1.75%	🟢
2019 Q2	0.26%	🟢
2018 Q4	0%	🟢
2018 Q3	1%	🟢

CALGARY PUBLIC LIBRARY

FRAUD

- Cumulative value of fraudulent transactions identified. Reported quarterly

- Good stewardship is a necessary condition for stakeholders to maintain confidence in the Library and provide sufficient funding to achieve the aims of the Strategic Plan
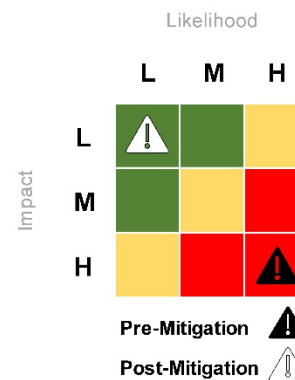
CURRENT READING

$0.00

$5,000 $250,000
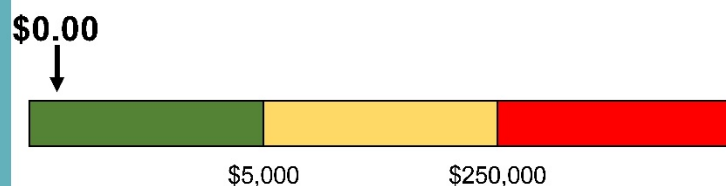
COMMENTARY

- Risks are increasingly electronic and sophisticated

MITIGATION STATUS AND ACTIONS

Likelihood

L   M   H

L

M

H

Impact

Pre-Mitigation

Post-Mitigation

- Adherence to policies and procedures

- Documented procedures, including:

    - Segregation of duties
    - Purchasing controls
   - One up approvals

- External auditing

RECENT READINGS

Date	Reading	Status
2019 Q3	0	●
2019 Q2	0	●
2019 Q1	0	●
2018 Q4	0	●

CALGARY
PUBLIC
LIBRARY

OPERATING COST PER USE

- Total operating cost divided by the sum of common uses. Reported annually

- Lower cost per use indicates increasing efficiency or effectiveness

- Good stewardship is a necessary condition for stakeholders to provide the Library with sufficient funding to achieve the aims of the Strategic Plan
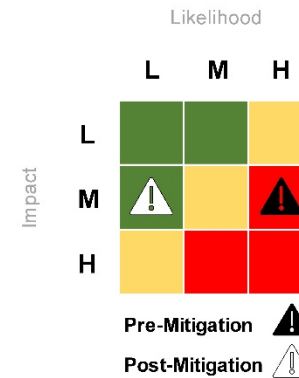
CURRENT READING

$1.38

$1.55 $1.75
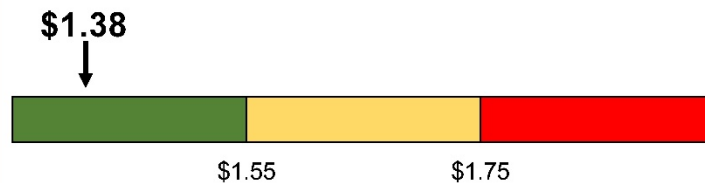
COMMENTARY

- Latest values

  - 2018 operating cost of $55,746,898

  - 40,439,891 uses

- Calgary Public Library's cost per use is well below the national median of $1.68 (MBNCanada, 2018)

- Examples of library use includes visits, circulation, program attendance, library technology use, and reference questions

- 2018 value is negatively impacted by receiving funding for new Central Library and Seton in advance of opening

MITIGATION STATUS AND ACTIONS

Likelihood

	L	M	H
L			
M	⚠️		⚠️
H			

Impact

Pre-Mitigation ⚠️

Post-Mitigation ⚠️

- Monthly oversight by the Library's leadership team

- Quarterly oversight by the Board's Audit and Finance Committee

RECENT READINGS
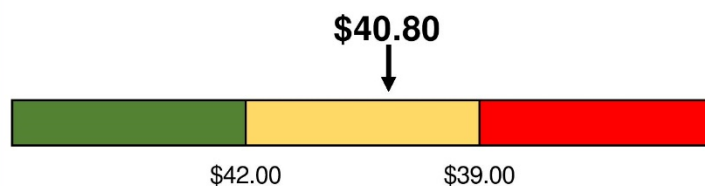
Date	Reading	Status
2017	$1.33	🟢
2016	$1.26	🟢

MUNICIPAL GRANT PER CAPITA

- Municipal operating grant divided by population of the legal service area. Reported annually

- Consistent and adequate funding is a driver of success in achieving the aims of the Strategic Plan

CURRENT READING

$40.80

$42.00 $39.00

COMMENTARY

- Latest values are

  - 2019 municipal grant of $52,457,720
  - 2019 census population of 1,285,711

- By comparison, the Provincial grant (2018) is **$5.36** per capita

- The major source of funding, the per capita grant should grow at the rate of inflation plus population growth if the Library is to be consistently resourced

- A decrease in operating grant per capita indicates budget is not keeping pace with cost drivers

MITIGATION STATUS AND ACTIONS

Likelihood

L   M   H

Impact

L

M

H

Pre-Mitigation
Post-Mitigation
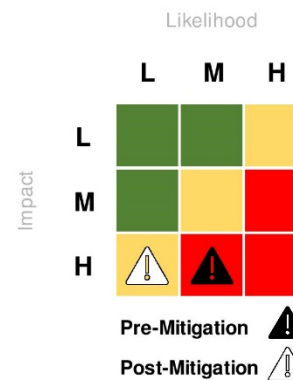
- Transparency and openness with government and other funders

- Effective, efficient delivery of current services and programs

RECENT READINGS

Date	Reading	Status
2018	$40.54	🟡
2017	$37.90	
2016	$35.94	
2015	$35.16	

CHANGE IN CAPITAL ASSETS

- The change in the reported value of tangible capital assets stewarded by the Library. Reported annually

- The Library's asset base is a driver of the quality of user experience and of staff productivity. Changes in the value of assets underlying library service will ultimately be reflected in use and satisfaction measures

CURRENT READING

-6.7%

3%   -3%
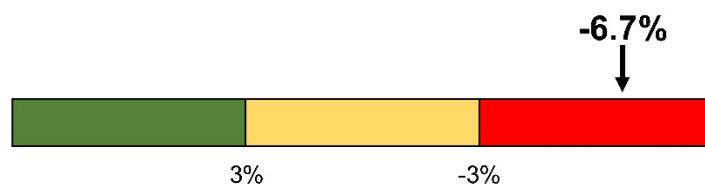
COMMENTARY

- Tangible capital assets include (some) books, vehicles, equipment and buildings

- Depreciation lowers the value of assets while improvements and additions increase the value of assets

- The degree of change in any given year will reflect some unique circumstances, but a continued lowering of the value of assets available will imply a diminution in the quality and availability of spaces and services, and pressure on operating budgets through increased maintenance and occupancy costs or licensing fees.

- The buildings included in Library financial reporting exclude shared-use sites, leased sites and the Central Library. Thus, only 27% of the library space operated is included in this metric.

MITIGATION STATUS AND ACTIONS

Likelihood

Pre-Mitigation ⚠
Post-Mitigation ⚠
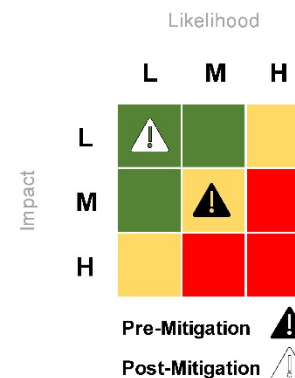
- An Asset Management Plan is continuously updated. This plan:

  - details the investment needed to maintain capital assets in good condition

  - provides transparency and objectivity to The City of Calgary as the major asset funder

 - supports understanding of the Library's capital funding requests

RECENT READINGS

Date	Reading	Status
2018	-2.2%	🟡
2017	0.0%	🟢
2016	2.1%	🟢
2015	3.8%	🟢

CALGARY PUBLIC LIBRARY

40

BUILDING VISITS

- The year-over-year change in the number of physical visits to all libraries. Reported quarterly

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

CURRENT READING

3.4%

15%   0%
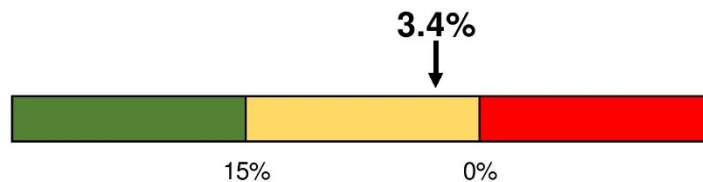
COMMENTARY

- Latest values

  - 1,791,181 visits in 2018 Q4
  - 1,852,745 visits in 2019 Q4

- Target reflects a full year of New Central Library and Seton visits

- Total visits in 2019 reflect a 10.7% increase over total visits in 2018

  - 6,949,996 visits in 2018
  - 7,693,663 visits in 2019

- Significantly higher visits to Central in November 2018 for its opening account for a smaller year-over-year increase in visits

MITIGATION STATUS AND ACTIONS

Likelihood

	L	M	H
L			
M	⚠		
H		⚠	

Impact

Pre-Mitigation ⚠

Post-Mitigation ⚠

- Enhance look and feel of all libraries

- Increase hours of service

- Increase in-branch programming

- Fee - free room rentals

- Add locations in maturing communities

RECENT READINGS

Date	Reading	Status
2019 Q3	16.8%	🟢
2019 Q2	12.3%	🟡
2019 Q1	10.5%	🟡
2018 Q4	4.1%	🟡

CALGARY PUBLIC LIBRARY

VIRTUAL VISITS

- The year-over-year change in the number of visits to the Library catalogue and websites. Reported quarterly

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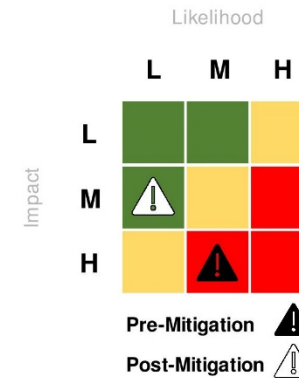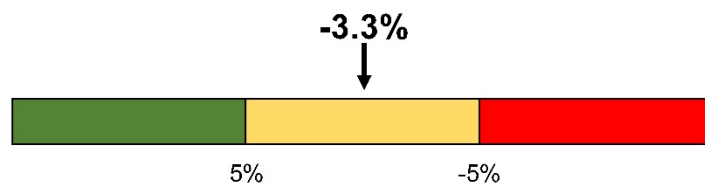
CURRENT READING

-3.3%

5%		-5%

COMMENTARY

- Latest values
  - 3,283,476 website/catalogue sessions in 2018 Q4
  - 3,176,651 website/catalogue sessions in 2019 Q4
- Increased library visits should also drive increased visits to our website and catalogue
- A planned Library website redesign will have an impact on virtual visits
- Substantial increase in catalogue sessions contributes significantly to year-over-year growth

MITIGATION STATUS AND ACTIONS

Likelihood

Pre-Mitigation ⚠
Post-Mitigation ⚠
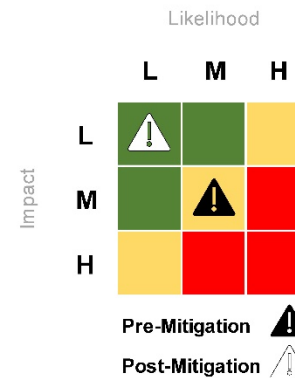
- Implemented new, more attractive and useable catalogue and website

- Content is kept current, updated and relevant

- New services and collections are prominently featured on the website

- E-resources made easier to access, especially for students

RECENT READINGS

Date	Reading	Status
2019 Q3	16.9%	🟢
2019 Q2	37.1%	🟢
2019 Q1	14.5%	🟡
2018 Q4	13.0%	🟡

CALGARY PUBLIC LIBRARY

CIRCULATION PER CAPITA

- Total circulation divided by population of the legal service area. Reported annually

- Circulation is the primary driver of Library membership and use. The depth of lending is an indicator of the degree of user engagement with the Library

- Member engagement is a necessary condition for achieving the aims of the Strategic Plan

CURRENT READING

11.74

12.5   10
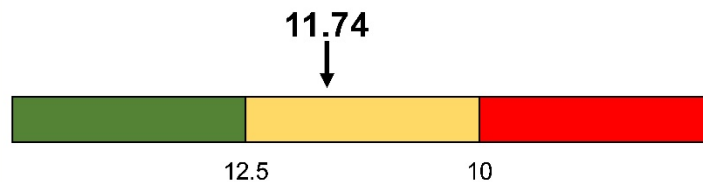
COMMENTARY

- Latest values
  - 2019 circulation of 15,092,926
  - 2019 census population of 1,285,711
- Circulation per capita shifts with both circulation and population
- Calgary Public Library's circulation per capita is higher than the national median of 8.62 (MBNCanada, 2018)

MITIGATION STATUS AND ACTIONS

Likelihood

	L	M	H
L			
M		⚠	⚠
H			

Impact

Pre-Mitigation ⚠

Post-Mitigation ⚠

- Collection purchases are made in response to:
  - member preferences
  - monitoring use of existing collection, and
 - in response to market place trends

RECENT READINGS

Date	Reading	Status
2018	11.32	🟡
2017	11.72	🟢
2016	12.79	🟢

CALGARY PUBLIC LIBRARY

STAFF ENGAGEMENT

- Average reported engagement score on anonymous surveys. Reported semi-annually

- A highly engaged staff is correlated with better customer service and better organizational outcomes, and is a driver of success in achieving the aims of the Strategic Plan

CURRENT READING

71%

70%   60%
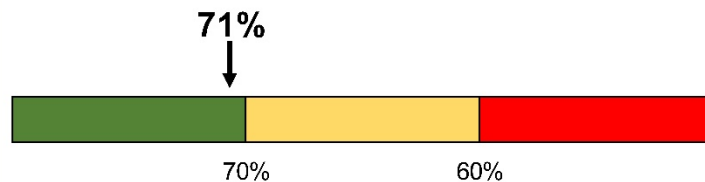
COMMENTARY

- The survey tool used was changed in Q42019. As a result, this score is not comparable with the historical scores below.

MITIGATION STATUS AND ACTIONS

Likelihood

	L	M	H
L			
M	⚠		
H		⚠	

Impact

Pre-Mitigation ⚠

Post-Mitigation △
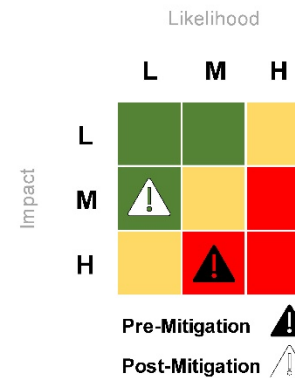
- Communication with staff is multi-channel; written, on-line, and face-to-face

- Regular on-line townhalls are supported by all members of the leadership team

- Staff recognition program features immediate appreciation and on-line, peer-to-peer recognition

- Annual recognition awards are peer-nominated and presented during an all-staff event

RECENT READINGS

Date	Reading	Status
Q1 2019	80%	🟢
2017	78%	🟢
2016	75%	🟢

CALGARY PUBLIC LIBRARY

COMMUNITY LIBRARY INCIDENTS

- The number of security incidents occurring at community libraries normalized for visitor traffic. Reported quarterly

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

CURRENT READING

0.90

1.5   3.0

COMMENTARY

- This risk is expressed as the number of incidents reported per 10,000 visits

- The Library continues to evaluate the increase of crime, drug activity, and disorderly behavior in and around Central Memorial Park

- Additional security has been added at the Memorial Park Library

- The Library is also working collaboratively with CPS, City of Calgary, and the DOAP team, as well as other stakeholders, to ensure the library and park remain welcoming and safe for the community

- Marked decrease in security incidents from August to September

MITIGATION STATUS AND ACTIONS
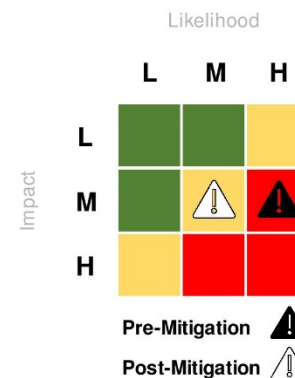
Likelihood

Pre-Mitigation

Post-Mitigation

- Ongoing staff training on safety and security
- Security Advisor from City of Calgary seconded to CPL and enhanced relationship with CPS and community partners
- Enhanced training and experience of the staff and procedures provided through the security contractor and increased security staffing where needed
- Improved security cameras deployed system-wide
- Programming and environmental design used to deter inappropriate behaviour

RECENT READINGS

Date	Reading	Status
2019 Q3	0.73	●
2019 Q2	0.87	●
2019 Q1	0.85	●
2018 Q4	0.82	●

CALGARY PUBLIC LIBRARY

CENTRAL LIBRARY INCIDENTS

- The number of security incidents occurring at the Central Library normalized for visitor traffic. Reported quarterly

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

CURRENT READING

4.48

1.5   3.0

COMMENTARY

- This risk is expressed as the number of incidents reported per 10,000 visits

- Marked increase in abusive language to staff and security. Analysis of incident data showed a marked increase in incidents occurring in the Learning Commons on the 3rd floor at Central

- Adjusted security presence at Central to focus on 3rd floor Learning Commons

- Contacting social agencies (Alpha House / Salvation Army) to see if there are new factors that have contributed to the rise in negative behaviour

- Security contractor providing additional workplace violence training to their staff to attempt to minimize conflict

- Review of Learning Commons space to determine if changes could mitigate behaviour

- Continuing work with BOMA Public Safety Committee to share information between organizations on challenges facing the downtown core as they relate to vulnerable persons and behaviour.

MITIGATION STATUS AND ACTIONS

Likelihood

Pre-Mitigation ⚠
Post-Mitigation ⚠
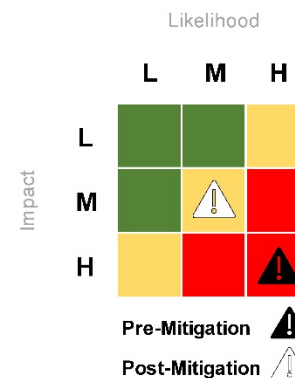
- Collaborative operation launched in June with community partners to address increased social disorder, inappropriate behavior, and drug use on the south side of Central Library
- Ongoing staff training on safety and security
- Security Advisor from City of Calgary seconded to CPL and enhanced relationship with CPS and community partners
- Enhanced training and experience of the staff and procedures provided through the security contractor and increased security staffing where needed
- Improved security cameras deployed system-wide
- Programming and environmental design used to deter inappropriate behavior

RECENT READINGS

Date	Reading	Status
2019 Q3	2.99	🟡
2019 Q2	3.58	🔴
2019 Q1	2.79	🟡
2018 Q4	1.79	🟡

Report to the
Calgary Public Library Board
Audit & Finance Committee
January 21, 2020

Controller's Report for the Year Ended December 31, 2019

The interim financial reports of The Calgary Public Library (Library) for the year ended December 31, 2019 are appended to this report for information. The reports have been prepared using the full accrual basis of accounting, which recognizes the financial effect of events that impact an entity in the accounting period, regardless of whether cash was received or spent.

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

A.   Executive Summary

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

- Financial Activities Operating Expenses Dashboard
- Statement of Financial Position
- Statement of Financial Activities and Accumulated Surplus
- 2019 Life Cycle Management Spending Profile
- Financial Dashboard

The Library ended the year with an accumulated surplus of $36,936 after amortization and government transfers for capital. Further explanations of the variances under revenue and expenses are summarized in sections C and D and in the Statement of Financial Activities and Accumulated Surplus.

The Library ended the year with an unrestricted cash surplus of $3.2M, as the Library received the full amount of funding budgeted for the year from the Province. The Library had anticipated this funding to decrease based on other funding cuts the government had done therefore the Library was extremely cautious until the amount from the Province could be confirmed which happened at the end of October. This has contributed to the large surplus under expenses that was realized at year-end.

The City operating levy decreased by $1,794,000 for the fiscal year ended December 31, 2019. The Library was able to absorb the cut through decreasing various expenditures.

A Financial Dashboard has been included in the report that represents the same financial information in the Controller's Report but with more relevant visual presentation.

B.   Statement of Financial Position

Net financial assets are favourable.

As a result of receiving all the funding from the Province, the Library ended the year with a strong cash balance.

Receivables are made up of the recovery of capital funding from the City's Life Cycle account, GST and InceptionU.

Payables relate to Salaries and Benefits accruals at year-end and amounts owing to vendors.

Deferred revenues include the portion of the provincial funding for the creation of an Indigenous Languages Resource Centre at the Central Library and money received from the Foundation for various restricted grant programs.

C.   Revenues

Included in the revenue is a reduction of $1,794,000 from The City's operating levy. Revenues were $238,316 favorable at year-end.

Line 5 – City of Calgary - $1,767,346U at December 31, 2019 and $18,032F at September 30, 2019

The City's operating levy payment was reduced in October 2019 and it is reflected in the year-end reports.

Line 9 – Province of Alberta - $699,709F at December 31, 2019 and $365,073F at September 30, 2019

The favorable variance is due to the Indigenous Language grant spending. As expenses are incurred the associated revenue is recognized in the Library's books. Operating funding was received as per budget for the year.

Line 10 – Federal Government - $9,521U at December 31, 2019 and $17,142U at September 30, 2019

The Federal Government revenue is slightly unfavorable as the program did not incur the amount of expenses as originally budgeted. Expenditures are reimbursed by the Federal Government for the Settlement Services program.

Line 13 – Rent - $97,500F at December 31, 2019 and $78,000F at September 30, 2019

The favorable variance is due to rent revenue from InceptionU at the Central Library.

Line 19 – Investment and other revenues - $227,686F at December 31, 2019 and $185,183F at September 30, 2019

The favorable variance is due to the increased rental revenue for Performance Hall and interest on bank accounts.

Line 22 – Grants and sponsorships - $992,756F at December 31, 2019 and $809,854F at September 30, 2019

The Foundation provided the Library with more grants than originally budgeted resulting in a favorable variance for the year. The matching expenses relating to the increase in grant funding are reflected in the various operating expense categories as they are incurred, and the rest is recorded under deferred revenue.

D.   Expenses

Total expenses are $2,405,500 favorable for the year-end. Expenses were reduced by $1,794,000 to account for the decrease in the operating levy from The City. In anticipation of a decrease in funding from the Province, the Library was extremely cautious with all spending until funding was confirmed at the end of October which also contributed to the favorable variance.

Line 29 – Salaries and employee benefits - $1,432,217F at December 31, 2019 and $571,003F at September 30, 2019

The favorable variance is due to reduced spending to absorb the decreased City operating levy and in anticipation of potential Provincial funding decrease.

Line 32 – Collections - $592,265U at December 31, 2019 and $249,871U at September 30, 2019

The unfavorable variance is due to increased electronic resources purchases.

Line 48 – General operating - $791,470F at December 31, 2019 and $755,897F at September 30, 2019

With the anticipated cut to the Libraries funding from the Province, the Library was extremely cautious with all spending until funding was known which contributed to the significant favorable variance reflected at the end of the year.

Line 54 – Building and equipment - $976,990F at December 31, 2019 and $627,610F at September 30, 2019

With the anticipated cut to the Libraries funding from the Province, the Library was extremely cautious with all spending until funding was known at the end of October which contributed to the significant favorable variance reflected at the end of the year. Reduced building and equipment expense realized 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 Interim Calgary Public Library Board's financial reports for the period ended December 31, 2019.

That the Audit & Finance Committee recommend that the Calgary Public Library Board replace the below statements with the Financial Dashboard on a quarterly basis effective for the March 31, 2020 report.

- Financial Activities Operating Expenses Dashboard
- Statement of Financial Position
- Statement of Financial Activities and Accumulated Surplus
- 2019 Life Cycle Management Spending Profile

Prepared by

Chae Jun CPA, CGA, MBA

Financial Activities Operating Expenses Dashboard

Actual YTD Revenues % by Category

- Rent 0.3%
- Fines 1.6%
- Grants and sponsorships 5.7%
- Investment and other revenue 1.3%
- Federal Governement 0.2%
- Province of Alberta 11.5%
- City of Calgary 79.5%
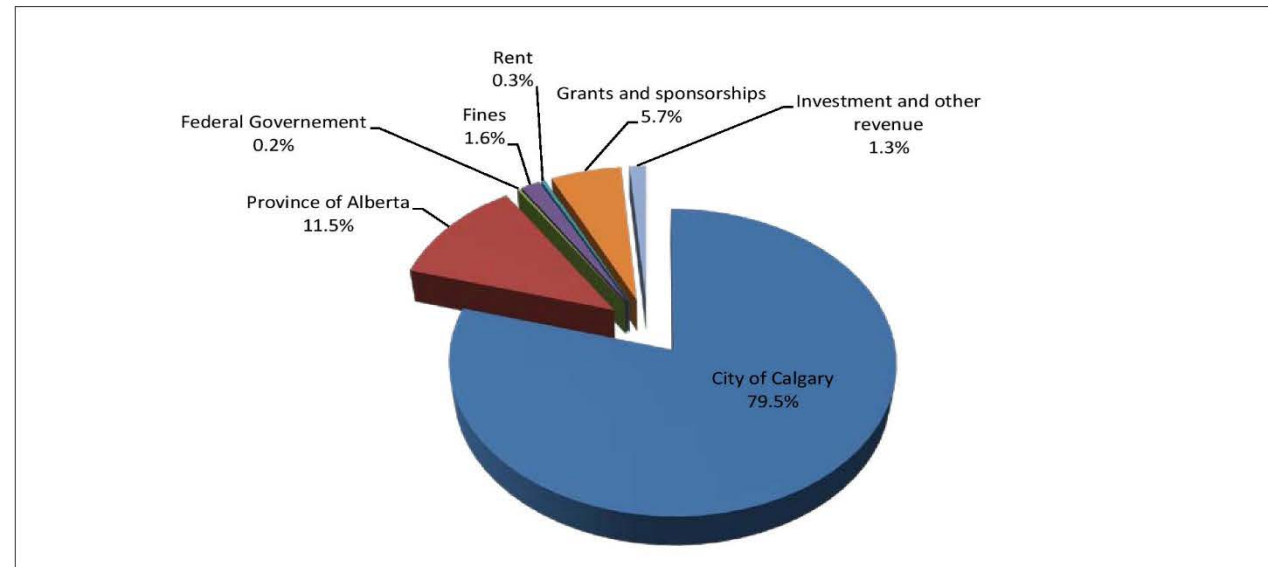
Actual YTD Expenses % by Category

- Amortization 9.7%
- Occupancy Costs 2.4%
- Building and equipment 8.3%
- General operating 13.7%
- Collections 8.7%
- Salaries and employee benefits 57.2%
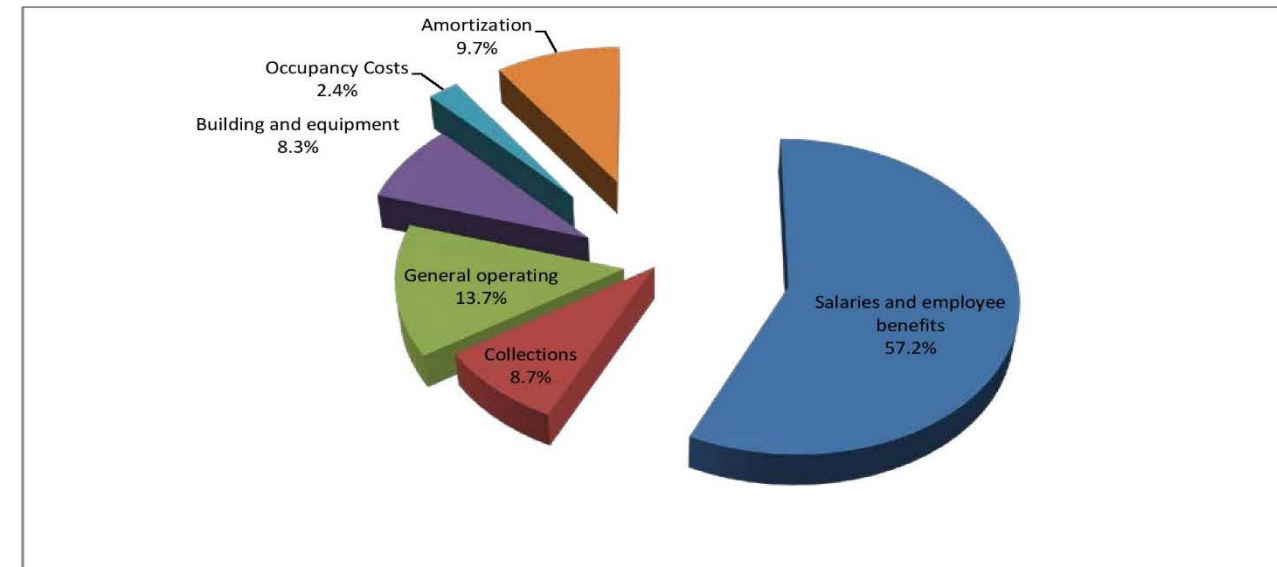
Revenue Variance, Projected Actual vs. Budget

- 65,797 K — ORIGINAL BUDGET REVENUE
- CITY -1,767 K
- PROVINCIAL 700 K
- FEDERAL -10 K
- FINES -2 K
- RENT 98 K
- GRANTS 993 K
- INV'T & OTHER 228 K
- REVENUE, PROJECTED TOTAL 66,036 K / 238 K
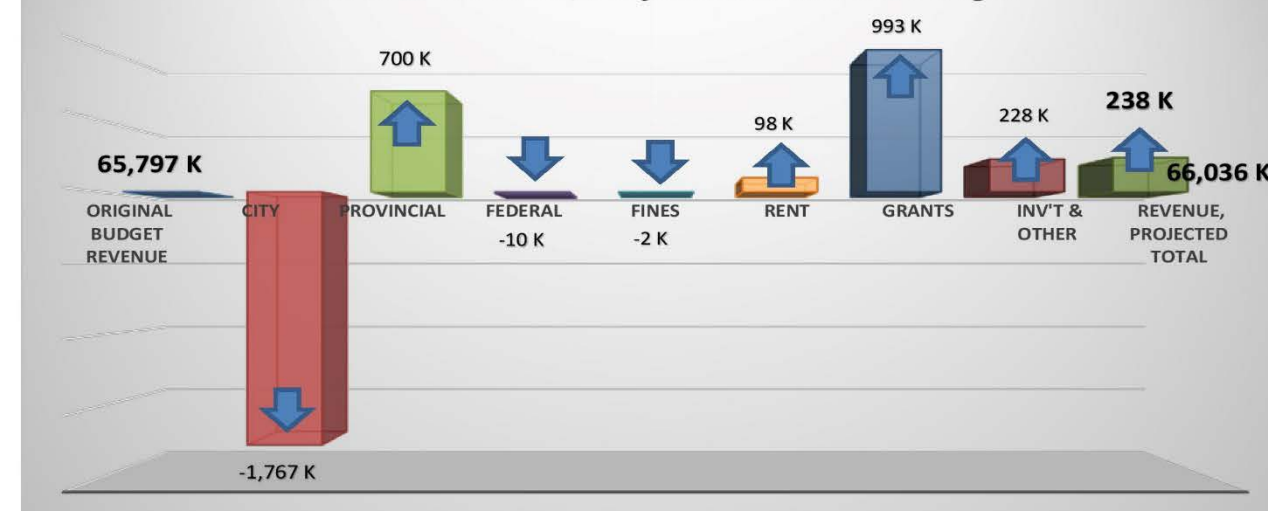
Expense Variance, Projected Actual vs. Budget
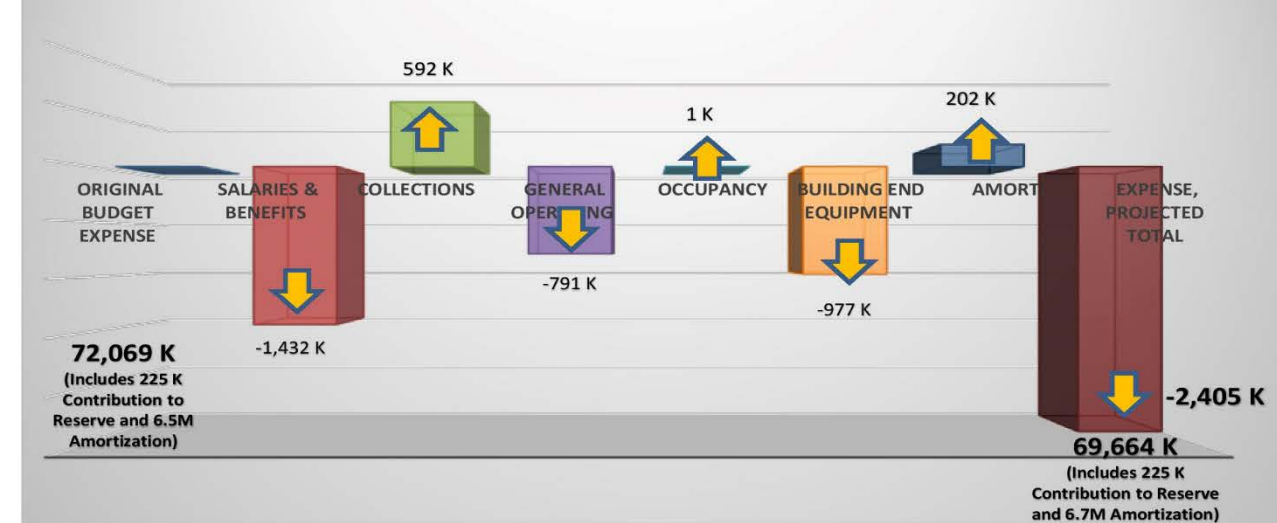
- 72,069 K (Includes 225 K Contribution to Reserve and 6.5M Amortization) — ORIGINAL BUDGET EXPENSE
- SALARIES & BENEFITS -1,432 K
- COLLECTIONS 592 K
- GENERAL OPERATING -791 K
- OCCUPANCY 1 K
- BUILDING END EQUIPMENT -977 K
- AMORT 202 K
- EXPENSE, PROJECTED TOTAL -2,405 K / 69,664 K (Includes 225 K Contribution to Reserve and 6.7M Amortization)

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Position
As at

	31-Dec-19	31-Dec-18
FINANCIAL ASSETS		
Cash	6,432,090	4,330,411
Accounts receivable	668,349	1,619,302
	7,100,439	5,949,713
LIABILITIES		
Accounts payable and accrued liabilities	3,363,039	5,588,976
Deferred revenues	692,439	783,271
	4,055,477	6,372,247
NET FINANCIAL ASSETS (LIABILITIES)	3,044,962	(422,533)
NON-FINANANCIAL ASSETS		
Tangible capital assets	48,636,020	52,151,488
Inventory	92,913	47,170
Prepaid assets	1,620,697	1,568,943
Deposits	4,412	17,000
	50,354,041	53,784,601
ACCUMULATED SURPLUS	53,399,003	53,362,067

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities & Accumulated Surplus
For the period ended December 31, 2019

	Current YTD $	Budget Variance YTD $	Total BUDGET $	Total Forecasted As at Sep 30 $	Forecasted Increase/ (Decrease) $	Difference: Forecasted vs. Current YTD S	Comments (Favorable: F / Unfavorable: U)
REVENUES							
5 City of Calgary	52,482,374	(1,767,346)	54,249,720	52,475,752	(1,773,968)	6,622	**U** - Decreased operating levy $1,794,000
9 Province of Alberta	7,564,626	699,709	6,864,917	7,714,917	850,000	(150,291)	**F** - Indigenous Language grant based on planned spending
10 Federal Government	138,667	(9,521)	148,188	124,188	(24,000)	14,479	**U** - Revenue is matched to actual expenses incurred in the Settlement Services Program
13 Fines	1,028,135	(2,468)	1,030,603	1,030,603	-	(2,468)	
14 Rent	202,560	97,500	105,060	202,560	97,500	-	**F** - Increased due to InceptionU tenancy at Central Library
19 Investment and other revenue	866,822	227,686	639,136	809,136	170,000	57,686	**F** - Higher interest income and Performance Hall rental revenue
22 Grants and sponsorships					-		
Grants and sponsorships - restricted	2,555,490	871,039	1,684,451	2,529,362	844,911	26,128	**F** - Increased restricted grants from the Foundation
Grants and sponsorships - unrestricted	1,196,916	121,717	1,075,199	1,196,915	121,716	1	**F** - Increased unrestricted grants from the Foundation
	3,752,406	992,756	2,759,650	3,726,277	966,627	26,129	
23 Total revenues	66,035,590	238,316	65,797,274	66,083,433	286,159	(47,843)	**F**
EXPENSES							
29 Salaries and employee benefits	39,731,139	1,432,217	41,163,359	40,799,460	(363,899)	1,068,321	**F** - Reduced spending to absorb decreased City operating levy and in anticipation of potential Provincial funding decrease
32 Collections	6,037,405	(592,265)	5,445,140	5,770,046	324,906	(267,359)	**U** - Increased electronic resources purchases
48 General operating	9,537,178	791,470	10,328,648	10,338,115	9,467	800,937	**F** - Reduced spending to absorb decreased City operating levy and in anticipation of potential Provincial funding decrease
54 Building and equipment	5,731,690	976,990	6,708,679	6,334,059	(374,620)	602,370	**F** - Reduced spending to absorb decreased City operating levy and in anticipation of potential Provincial funding decrease
73 Occupancy Costs	1,674,537	(936)	1,673,600	1,685,600	12,000	11,064	**U** - Higher Seton occupancy costs than budgeted.
74 Amortization	6,726,998	(201,975)	6,525,023	6,720,783	195,760	(6,215)	**U** - Increased based on the current year TCA acquisition
75 Total expenses	69,438,948	2,405,500	71,844,450	71,648,064	(196,386)	2,209,117	**F**
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(3,403,357)	2,643,819	(6,047,177)	(5,564,631)			
Transfer from life cycle to operating	1,163,123	(136,877)	1,300,000	1,388,880			**F** - Funded from Life Cycle
Transfer from unrestricted reserve	807,226	-	807,226	807,226			
Transfer to asset management life cycle	(225,000)	-	(225,000)	(225,000)			
Transfer to books capital	(1,867,992)	494,514	(2,362,506)	(1,923,000)			**F** - Purchased more electronic resources
Add back amortization	6,726,998	(201,975)	6,525,023	6,720,783			**U** - Added more Building TCA
EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVEF TRANSFERS FOR CAPITAL	3,200,997	2,799,480	(2,434)	1,204,258			
Government transfers for capital	3,448,970	1,134,987	2,313,983	3,453,131			**F** - Seton & CMLC invoiced amounts
Amortization	(6,726,998)	(201,975)	(6,525,023)	(6,720,783)			
Purchase of books capital	1,867,992	(494,514)	2,362,506	1,923,000			
Add back transfer to asset management life cycle	225,000	-	225,000	225,000			
Less transfer from life cycle to operating	(1,163,123)	136,877	(1,300,000)	(1,388,880)			
Less transfer from unrestricted reserve	(807,226)	-	(807,226)	(807,226)			
Write off of tangible capital assets	(8,677)	(8,677)	-	-			
Change in Accumulated Surplus	36,936	3,366,178	(3,733,194)	(2,111,500)	-		
Accumulated Surplus, beginning of year	53,362,067	(516,749)	53,878,816	53,362,067			
Accumulated Surplus, end of year	53,399,003	2,849,429	50,145,622	51,250,567			

Lifecycle Funding and Spending Profile	Projects	Description	2019 Planned	2019 Executed	2019 Committed	2019 Total	Comments
Funding Source			('000)				
		Carry Forward Funds	920	1,133	0	1,133	
		Current Year Funds	2,024	2,024	0	2,024	
		Growth Project Funds	875	1,196	0	1,196	Seton, NCL
Total Funding Available			3,818	4,353	0	4,353	
Spending Profile							
	Carry Forward Projects						
		2018 Carry Forward Projects	234	90	0	90	Country Hills 100K reclassed as Building - Lifecycle
		Total remaining from carry forward projects	0				
	New Projects						
		Building - Lifecycle	1,400	930	551	1,481	
		Total Building- Lifecycle remaining	(81)				
		Building - New	0				
		Vehicles - Lifecycle	60	52	0	52	
		Total Vehicles- Lifecycle remaining	8				
		Vehicles - New	0				
		Furniture	100	112	0	112	
		Total Furniture remaining	(12)				
		Technology	520	527	32	559	
		Total Technology remaining	(39)				
		Small Projects	500	190	8	198	Reduced spending due to potential budget reduction
		Total Small Projects remaining	302				
		Growth Projects	875	1,196	-	1,196	
Total Spending Profile			3,689	3,097	591	3,688	
Net Funds Available			129			665	

Report to the
Calgary Public Library Board
Audit and Finance Committee
January 21, 2020
2020 Budget Presentation

I.   PURPOSE

This report to the Calgary Public Library Audit Committee is to review the recommended operating budget for 2020 and the capital workplan for 2020.

II.   BACKGROUND and PREVIOUS DIRECTION

The operating budget and capital workplan for 2020 address strategies identified in the Strategic Plan for 2019 – 2022 and meet The City's directions on the One Calgary 2019 -2022.

Annually the Calgary Public Library prepares an operating budget for review and approval by the Calgary Public Library Board. The 2020 budget is being presented in this report to guide the Library in managing revenue and expenses during the current year.

Since the creation of the Audit and Finance Committee the review is performed by the committee and a recommendation is presented to the Board by the committee.

The 2020 operating budget is presented in Attachment 2. Highlights of the proposed budget follow.

The City of Calgary will continue to be the Library's largest source of revenue during 2020. 2020 is the second year of The City of Calgary's 2019 – 2022 budget cycle. Attachment 1 is an email providing a value for the City's funding of the Library in 2020. The 2020 funding includes $500,000 to cover staff benefit increases for the year.

Other funding changes are incorporated into the budget as presented. The Provincial library per capita funding remains at 2019 levels. Federal funding for the Settlement Services Program is budgeted until March 31, 2020 when the contract expires. Other revenue items have been based on 2019 actual experience to create estimates for 2020. The Foundation grant is based on a listing of donor funds that it can grant to the Library in 2020. As additional donors present themselves in 2020 revenue and the matching expenses will be highlighted in the quarterly financial report.

2020 expenses have been carefully examined and updated to reflect the funds available, and the strategic plan priorities of the Library. All contractual and inflationary increases have been included and estimates carefully updated. Salaries continue to be the primary expense. Due to the decreased operating levy from the City, salaries & benefits, general operating and building & equipment expenses have been reduced in order for the Library to operate within these new funding parameters.

Accumulated Surplus

$500,000 from the estimated unrestricted surplus at 2019 year-end will be used to fund additional 2020 electronic resources.

Other
The 2020 Life Cycle funding has not been finalized at the time of this report therefore the Library has not included this funding in the current proposed budget. It is estimated that confirmation of the Life Cycle funding will be confirmed and reflected in the Library's 2020 budget late in Quarter 1.

III. IMPLICATIONS FOR CPL'S STRATEGIC PLAN and BUDGET & RISK ASSESSMENT

The budget is created to address CPL's strategic plan. Approval is required to ensure the Board is fully informed of and approves the operating budget plan for 2020 and the capital work plan for the same year.

Risk is present in all budget documents due to the many estimates present in budget preparation. However, commitments and contracts provide significant assurance that the budget is an accurate road map, and variances can be readily dealt with.

Other risk is present because of the funding commitment made by the Calgary Public Library Foundation to fund part of the operating budget. The donation, grants and sponsorship revenue line is based on amounts the Foundation is confident it can deliver from known and dedicated commitments by donors and from our contract with Immigration Canada. Any additional funding will be highlighted in financial reporting to the Audit and Finance Committee.

IV. CONCLUSION

In line with budget information provided by The City, and the changes that respond directly to the Strategies in the 2019-2022 Strategic Plan, the Library is presenting a 2020 operating budget as summarized in Attachment 2.

VI. RECOMMENDATION

That the Audit and Finance Committee recommend that the Calgary Public Library Board approve the 2020 Operating Budget as presented in Attachment 2.

Prepared by
Chae Jun, CPA, CGA, MBA
Controller

ATTACHMENTS
1. 2020 Funding – email from the City of Calgary confirming 2020 City Funding
2. 2020 Operating Budget

Calgary 🏛

December 19, 2019

Avnish Mehta, Board Chair
Mark Asberg, Chief Executive Officer
Calgary Public Library Board
Level 4, 800 3 St S.E.
Calgary, Alberta   T2G 2E7

Dear Avnish and Mark:

Through the One Calgary budget, Council has confirmed its commitment to The City's partnership with Calgary Public Library Board. The 2020 to 2022 operating funding amounts listed below include amendments following Council's decisions during the budget adjustments process in July 2019:

	2020	**2021**	**2022**
Operating Funding	$52,808,000*	$53,108,000*	$53,358,000*

Subject to adjustment by Council

As part of the budget process, Council may review, update and consider adjustments to the One Calgary budget. For this reason, the above funding allocations are projected, and are subject to adjustments by Council as part of this review. We will keep you informed of any impact this may have on operating funding levels.

Thank you again for your support in 2019 for the budget adjustments process. Feel free to contact me if you had any questions.

Regards,

Lori Kerr
Manager, The Office of Partnerships

cc: Katie Black, Acting General Manager, Community Services
        Melanie Hulsker, Acting Director, Calgary Neighbourhoods
        Sheila MacFayden, Finance Manager, Community Services

Summary of Operating Budget 2020
Statement of Operation

('000)

	2019 Budget	2019 Projected Actual	2020 Budget	Note
REVENUES				
City of Calgary	54,250	52,458	53,308	
City of Calgary insurance proceeds	0	25	0	
Province of Alberta	6,865	7,565	7,165	
Federal Government	148	139	35	
Fines	1,031	1,028	1,031	
Rent	105	203	238	
Investment and other revenue	639	867	749	
Grants and sponsorships	2,760	3,752	1,757	
Total revenues	65,797	66,036	64,282	
EXPENSES				
Salaries and employee benefits	41,163	39,731	40,561	
Collections	5,445	6,037	6,055	
General operating	10,329	9,537	9,125	1
Building and equipment	6,709	5,732	5,194	1
Occupancy Costs	1,674	1,675	1,697	
Amortization	6,525	6,727	6,474	
Total expenses	71,844	69,439	69,105	
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(6,047)	(3,403)	(4,823)	
Transfer from life-cycle to operating	1,300	1,163	-	1
Transfer from unrestricted reserve	807	807	500	
Transfer to asset management life-cycle	(225)	(225)	(225)	
Transfer to books capital	(2,363)	(1,868)	(1,923)	
Add back amortization	6,525	6,727	6,474	
EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	(2)	3,201	2	
Government transfers for capital	2,314	3,449	-	1
Amortization	(6,525)	(6,727)	(6,474)	
Purchase of books capital	2,363	1,868	1,923	
Add back transfer to asset management life-cycle	225	225	225	
Less transfer from life-cycle to operating	(1,300)	(1,163)	-	1
Less transfer from unrestricted reserve	(807)	(807)	(500)	
Write off of tangible capital assets		(9)		
CHANGE IN ACCUMULATED SURPLUS	(3,733)	37	(4,823)	
ACCUMULATED SURPLUS, beginning of year	53,879	53,362	53,399	
ACCUMULATED SURPLUS, end of year	50,146	53,399	48,576	

Notes

1 To be determined after The City confirms lifecycle budget for 2020

Gift Highlights

Gifts Secured

- $52,500 for Memorial Park renovations
- $50,000 for Read to Me pilot program
- $50,000 for Outreach
- $47,728 for Community Desk
- $26,000 for Youth Volunteer Scholarship
- $25,000 for Lit Gala Sponsor
- $24,000 for Community Desk Furniture
- $10,000 In-Kind for It's a Crime Not to Read pizza sponsorship
- $10,000 for Digital Resources
- $5,000 for food for Ultimate Summer Challenge
- $3,000 for Deerfoot City Storytime extension

Asks Pending

- $397,207 for Community Desks
- $108,600 for Job Desks
- $105,532 for Digital Literacy in the Community
- $50,000 for Program Naming Opportunity
- $34,485 for Youth Newcomers
- $25,000 for an Early Learning Centre
- $25,000 for Newcomer Services
- $20,760 for Igniting the Fire
- $15,000 for Children's Collection
- $4,500 for It's a Crime Not to Read

Other Highlights

- Print(ed) Word film, funded through the J K L MacLachlan Fund, premieres January 24th in the Patricia A. Whelan Performance Hall.
- Seton Library's 1st Birthday Party was sponsored by Hopewell.
- Our Year End Giving Brochure raised ~$5,000. The brochure highlighted Library programs and services such as children's collections, Storytruck, the Bill Ptacek Innovation Fund and more.
- $14,607 raised on the Canada Helps platform between Dec 27 - Dec 31, 2019.
- The number of donation in December 2019 increased19.8% from December 2018.

Upcoming

- February 14 – Locked Library
- February 22 & 23 – Casino

- February 25 – Eric Klinenberg, author of Palaces for the People in Patricia A. Whelan Performance Hall
- February 28 – Opening of the Co-op Community Early Learning Centre at Nose Hill Library

2019 Results
- $11,045,072 Raised
- 5,325 unique donors

IN CAMERA