



CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, May 27, 2020  
Online via Microsoft Teams



## Board Meeting

5:30 pm, Wednesday, May 27, 2020  
Online via Microsoft Teams

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## **Treaty 7 Opening**

We acknowledge 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 May 2020

### Government Relations

As a result of the COVID-19 pandemic, the public has not had access to Library facilities since March 16, 2020. The Library continues to stay in close contact with both provincial and municipal governments to ensure we have the most up to date information possible on the pandemic in our communities.

On April 30, 2020 the provincial government released its [Alberta Relaunch Strategy](#), which makes clear that public access to libraries will not be permitted until Stage 2. While no date has been set for the initiation of Stage 2, we do know that advancing beyond Stage 1 depends on public health indicators identified in the Strategy and that not all regions in Alberta will necessarily advance from one stage to another at the same time. On May 13, the Premier indicated that the earliest date for the transition to Stage 2 in Alberta is June 19. Given this information, understandably provisional in the context of a pandemic that may manifest itself in multiple scenarios, we cannot at this time predict a firm re-opening date for the Library. To be sure, the Library's relaunch will be preceded by careful planning to ensure that operations, services, programs, and spaces are fully compliant with all public health guidance and are as safe as possible for staff, patrons, and the broader community.

Following the system-wide closure of physical locations due to the COVID-19 pandemic, the Library's revenues have decreased; temporarily foregone revenue includes such line items as public printing charges and performance hall rentals, among others. While operating costs have increased unexpectedly in some areas (e.g. new requirements to purchase PPE and increased investment in digital collections and IT resources), Library expenditures have declined overall, largely due to the unprecedented, temporary layoff of Library staff during the current closure of the library's physical locations.

The City has asked the Library to provide estimates of reduced expenditures during closure, keeping in mind that these figures are highly contingent on when and how the Library will be ramping up its onsite services, programs, and operations and calling back staff. A report to Council tabled on May 11, 2020 notes the financial impact of the pandemic on civic partners, referring specifically to the Library's "reduced expenses for the duration of facility closures."<sup>1</sup> Considering these lower than expected expenditures, the report notes that a reduction in the City's 2020 operating grant to the Library is anticipated.

With respect to the Library's 2021 budget, the Library has not yet been provided with specific scenarios to consider or to which it needs to respond. Considering the positive impact the Library has in the lives of so many Calgarians and in our community as a whole, particularly in times of economic uncertainty, we are committed to advocating for robust municipal investment in the Library. At the same time, the Library will continue to be a strong civic partner, eager to respond constructively and work collaboratively in a community-wide crisis. To be sure, and in line with the experience of libraries across Canada, we are preparing for evolving funding scenarios.

<sup>1</sup> City of Calgary. Emergency Resiliency Fund Partner Financial Analysis Background. Accessed May 20, 2020. <https://pub-calgary.escribemeetings.com/FileStream.ashx?DocumentId=130242>

## Operational Highlights

### *Introduction of Curbside Service*

On May 5, the Library received approval to begin a contact-less holds pick up service. The service has been carefully designed to ensure safety for staff, patrons, and the community and was piloted at three locations the week of May 19-22. The goal is to expand the new service to as many locations as possible across the city in the following weeks. The process of contact-less holds pick-up begins with a telephone call from the Library to a patron who has items on hold. Response to these notifications has been enthusiastic, eliciting such comments as: "This is the best thing that's happened to me all year!" and "I have to put the phone down for a minute to do a little happy dance."



### *CULC Think Tank*

The Canadian Urban Libraries Council (CULC) created a think tank and brought together over 50 colleagues from 22 libraries to develop a series of toolkits to reimagine the future of libraries in the context of a pandemic. As the practice of the COVID-19 response is changing, and the right answer might look different from one jurisdiction to another, the goal of the documents is to provide practical, timely, and accessible guidance to libraries on such topics as governance, services, programs, collections, staffing, communication, and built spaces.

The initial set of toolkits was launched on May 21, 2020 and is being followed up by a series of webinars on the topics covered. Calgary Public Library contributed strongly to the creation of the toolkits; contributors included Donna Bedry, Evette Berry, Lisa Hardy, Mary Kapusta, Carrie Kitchen, Roberta Kuzyk-Burton, Shauna May, and Mark Asberg. The document is being made available freely online and offers a glimpse into the complex work that is going on at public libraries across the country, as we collectively reimagine public library operations, service, programs, and spaces during a pandemic and the recovery from it.

### *Recovery Planning*

Calgary Public Library has activated project teams to help prepare the Library for reopening. To ensure we are ready for the Library's relaunch, these project teams are advancing crucial work in the following categories:

- Visitor Experience
- Programming, Events, and Outreach

- Joint Health and Safety
- Human Resources
- Materials Returns

These cross-disciplinary teams are working to reimagine on-site Library experiences for staff and patrons in the context of a pandemic. All aspects of operations, services, programs, and spaces need to be reviewed to ensure they comply with public health guidance and inspire confidence among Library employees and visitors that the Library is a safe place that supports public health efforts during the pandemic. Examples of some of the topics to be addressed by these groups are the need for, and appropriate use of, personal protective equipment, the implementation of social distancing measures in mass-used and freely accessible public facilities, and review of cleaning and disinfecting in buildings with many high touch services.

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

#### ***Fines Free***

On May 13, 2020, Calgary Public Library announced that it is moving to a Fine Free model to help Calgarians during this challenging time and to permanently reduce barriers to service. The Library will become Fine Free as of July 1. Until then, no fines will accrue, and all existing fines will be forgiven. In recent years, over 100 major libraries in North America have transitioned to a Fine Free model, representing a commitment to equitable and accessible service, while expanding usership, increasing circulation, and reducing lost materials. As the Library continues to see increases in digital circulation — to which fines do not apply as renewals and returns are automated — fine revenue only makes up 1.5% of total revenue and continues to trend downward. By supporting access and removing barriers to library usage, the elimination of fines helps ensure that more people than ever will access the Library's rich resources. At the same time, removing fines removes an administrative burden related to a rapidly disappearing revenue stream and allows our team to focus on the work they do best: developing positive relationships with patrons and providing enriching services and programs.

Public response to the decision to move Fine Free has been overwhelmingly positive. Within 24 hours of the news being made public, we received over 400 messages and questions from the public on social media. Media coverage was also positive, with articles from CBC National, Global News, CityNews, Library Journal, Urban Libraries Council, Postmedia, and more.



#### ***Diversity and Inclusion Professional Learning***

As we continue to reflect and respond to the growing diversity of our communities, it is essential that the Library actively review its own barriers, engage in strong partnership building and outreach, and seek to understand and fill the information and technology gaps that prevent some from fully participating in civic life. In support of these efforts, Calgary Public Library has worked with the Canadian Centre for Diversity and Inclusion (CCDI) to provide access for everyone who

works at the Library to two online programs, *Diversity and Inclusion Fundamentals* and *Unconscious Bias*. These modules:

- Explore the differences between representation and diversity, and among equity, equality and inclusion
- Elucidate how one's own dimensions of diversity impact worldviews
- Identify inclusive behaviours to implement in the workplace and workplace behaviours and decisions that may be influenced by bias

### *Chromebooks in the Community*

To support community members during the COVID-19 pandemic during which the digital divide is being laid bare in an unprecedented way, Calgary Public Library collaborated with the City of Calgary and immigrant serving agencies to provide library Chromebooks to newcomer families in need of a computer in the home, particularly to support continued student learning but also to help keep the family connected with vital information and resources. The first 200 devices were transferred to the agencies in mid-April, at which plans for deployment of the next 100 were already in development.

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

#### *Learn and Share Online*

In addition to a growing selection of engaging recorded storytimes and other programs the team is producing and regularly adding to calgarylibrary.ca, the Library is actively ramping up its capacity to offer live, virtual programming options for Calgarians. While these virtual programs respond to the urgent need to provide patrons with ways of connecting with Library experiences online during the pandemic, they also prepare us for a future in which online programming will be a growing, sustainable, and impactful segment of the Library's suite of programs for all ages. Some of the programs that have already been introduced include:

- The Library's first online *Think Big: A Night In With Your Brain*, presented live via Zoom on May 5 with over 130 attendees
- *Ask a Librarian* on Tuesdays and Thursdays, an [Instagram](#) live interview with Library staff to discuss a range of topics and ways our staff can help
- Live webinars for Calgary teachers, highlighting Library resources to support them and their students
- Virtual *English Language Learning Conversation Circle*, a three-week online conversation group to practice speaking English, meet new virtual friends, and learn about local community and culture
- A series of virtual programs to support patrons' creativity, featuring the Library's songwriter in residence Brandi Sidoryk
- Indigenous artist social showcase, featuring Treaty 7 artists sharing their artwork, performances, and more.

Stay tuned for many more recorded and live virtual programs to come, including experiences to support students, job seekers, and lifelong learners with diverse interests.



## *Library Hotline*

Immediately after the temporary closure of locations due to COVID-19, the Library had to adjust to new ways of doing business. With great support from our IT department, we were able to rapidly deploy software to ensure that our telephone and live chat services could be delivered by library team members working outside of Central Library, including other library and non-library locations. Evolving our contact centre processes in this way advances our strategic initiative of modernizing our approaches to live patron service at a distance, so that they can be more flexible and scalable into a future in which there will be increasing demand.

Our newly dubbed *Library Hotline* at first fielded questions about how the closure of physical spaces was impacting patrons' loans, holds, events, and programs. Since then, the focus of inquiries shifted to questions about the Library's digital collections and resources; Library team members helped patrons access their first eBook, learn how to download an eAudioBook to a mobile device, or sign up for professional learning courses.



Frequent users of our telephone and online chat services are parents, teachers, and students. Seniors are increasingly contacting the Library Hotline as well. For instance, a patron in her 80s called from a long-term care facility seeking assistance in downloading books. The Library team spent the time needed to guide her through the process of downloading Libby and borrowing her first eBook. The patron asked if we needed to hang up to help someone else, but we assured her that we could stay on the line to help her. This ability to offer patron-centric service that makes a real difference in people's lives is exactly the kind of result made possible by advances in the manner in which we are operating successfully in ways that are increasingly decentralized, virtual, responsive to this moment, *and* fit for the future.

Here are questions that represent some of the diversity of inquiries coming to *Library Hotline*:

1. Can you help me connect to specific eResources and accessing content?
2. What's the population of Rabbit Lake, Saskatchewan?
3. What's the coolest thing the Library has to offer that the fewest people know about it?
4. Can you help me find the history and statistics of cheese?
5. What time does Venus rise and set in the night sky during the winter months?
6. How much is my 1930 US Penny worth?

**Unapproved Minutes**  
**Governance Committee Meeting**  
Calgary Public Library Board  
Online via Microsoft Teams  
**Wednesday, May 6, 2020**  
5:30pm

**In Attendance:**

<b>Board</b>	<b>Administration</b>
Ms. Janet Hutchinson (Chair) Ms. Shereen Samuels Ms. Jocelyn Phu Mr. Avnish Mehta  <b>Regrets:</b> Mr. Andrew Rodych	Mr. Mark Asberg, CEO Ms. Heather Robertson, Director, Service Design Ms. Mary Kapusta, Director, Communications  <b>Regrets:</b> None

**I. Treaty 7 Opening**

Ms. Hutchinson respectfully opened the meeting with Treaty 7 land acknowledgement.

**II. Review of Agenda**

MOVED by Ms. Hutchinson that the agenda be approved as presented.

Carried Unanimously

**III. Approval of Minutes**

MOVED by Mr. Mehta that the minutes of March 4, 2020, Governance Committee meeting minutes be approved.

Carried Unanimously

**IV. Business Arising from Minutes**

A. Board Bylaw amend (virtual meetings).

The committee discussed the requirement to amend the current bylaw that requires the Chair to be physically present, in order to accommodate virtual meetings.

Task	Responsible	Deadline
Look for bylaw amendment used by other libraries in the ULC or CULC forums that could be amended and adopted for CPL.	Administration	Board meeting – May 27, 2020
In the absence of the above, the committee will work on amending our current bylaw to allow for virtual meetings.	Ms. Samuels Administration	Board meeting – May 27, 2020

## V. Recruitment

The Committee discussed which positions need to be recruited for and how the recruitment should be carried out. Mr. Mehta confirmed that two board positions, Ms. Hutchinson and Mr. Macaulay, will be vacant and one will be subject to renewal (Mr. Rodych).

The committee discussed the recruitment of two new board members and agreed that we should review the option to extend the contract with search firm Pekarsky for this year, assuming the price is acceptable.

The City of Calgary's upcoming date for recruitment is October 5<sup>th</sup>, 2020 with a timeline for September Board meeting.

Task	Responsible	Deadline
Email the board regarding the renewal of Mr. Rodych's position on the board.	Mr. Mehta	June 3, 2020 Committee meeting
Acquire pricing for the one-year extension of contract with Pekarsky.	Administration	June 3, 2020 Committee meeting
Chair to meet with Mr. Macaulay and Ms. Hutchinson and revert to the Committee	Mr. Mehta	June 3, 2020 Committee meeting

## VI. Review CEO Evaluation Survey Questionnaire

The Committee reviewed and discussed the proposed amendments to the CEO Evaluation. The committee agreed that the evaluation should inform a development plan and should also incorporate the recent CEO 360 evaluation work.

Task	Responsible	Deadline
The committee will collate and condense the evaluation questionnaire further.	Ms. Samuels Mr. Mehta	June 3, 2020 Committee Meeting

## **VII. New Board Member Orientation Checklist**

The committee discussed the new board member orientation checklist. Mr. Mehta had reviewed the checklist with the board's two newest members. The recommendations are to gather each board member's emergency contact information, allocate a Foundation board buddy, provide a template for the board biographies on the website, include an orientation with ELT as a group (rather than individual meetings) early in the orientation process and add a person responsible for each item on the checklist. Board Mentors and Library Buddies will distinguish each lead.

Task	Responsible	Deadline
The Committee will refine the orientation checklist in line with the recommendations.	Mr. Mehta	June 3, 2020 Committee Meeting
Contact to be made with The Foundation CEO to confirm Foundation Buddy role.	Ms. Hutchinson Ms. Samuels	June 3, 2020 Committee Meeting
Marketing & Communications will develop guidelines for Board Profile on the website for consistency and style.	Administration	June 3, 2020 Committee Meeting

## **VIII. Technology Solution to Support the Work of the Board**

Ms. Kapusta gave the committee a verbal report and recommendation for Microsoft Teams as the new Board Management tool. Advantages of the system include video and audio conferencing, file management and storage and chat messaging. Using MS Teams would not incur any additional cost to the organization. Board Files will also be transferred from Board Box to create one productivity and meeting portal for Board Members.

Task	Responsible	Deadline
Committee meetings in May to be conducted via MS Teams, to prepare for the board meeting at the end of the month.	Administration	May 27, 2020 Board Meeting
Board site to be built out to include archive files.	Administration	May 27, 2020 Board Meeting

## **IX. Best Practice Cheat Sheet**

The committee reviewed a powerpoint prepared by Ms. Samuels to aid discussion on the Cheat Sheet. The committee agreed upon the format and tone of the document. It was also suggested that some elements of the draft document could be incorporated into the Team Charter.

Task	Responsible	Deadline
The committee will review the revised Best Practice Cheat Sheet in advance of the next committee meeting.	Ms. Samuels	June 3, 2020 Committee Meeting

## **X. Team Charter Development**

Task	Responsible	Deadline
The committee will review the draft document that will be circulated by Ms. Hutchinson before the next committee meeting.	Ms. Hutchinson	June 3, 2020 Committee Meeting

## **XI. Anti – Nepotism Policy and Name**

The committee discussed the proposed revisions to the policy and agreed that the name should be changed to Conflict of Interest.

Task	Responsible	Deadline
The committee will review a second draft of the revised document to be circulated by Ms. Phu before the next committee meeting.	Ms. Phu	June 3, 2020 Committee Meeting

## **XII. Strategic Alignment of Bylaws and Policies**

The committee agreed to review the policies detailed for both May and June keeping in mind the Mission, Vision, Values statement and a move towards using we/us/them language.

The committee member will review and circulate ahead of the June meeting:

Task	Responsible	Deadline
Expenses	Mr. Mehta	June 3, 2020 Committee Meeting
Naming (3 Policies)	Ms. Hutchinson	
HR	Ms. Samuels	
Conditions of Employment	Ms. Phu	
Staff orientation and training	Ms. Samuels	
Grievance procedure	Mr. Mehta	
Role of volunteers	Mr. Mehta	
Material selection	Ms. Hutchinson	
Resources for Patrons with Special needs	Ms. Phu	

### **XIII. Review of 2020 Workplan**

The committee review the workplan and identified completed tasks.

Revision was made to the workplan.

### **XIV. Any other business**

There was no other business.

### **XV. Adjournment**

MOVED by Ms. Samuels, that the meeting be adjourned at 7:05 pm.

Transcribed by Kathryn Bolton and Dee Adekugbe

Ms. Janet Hutchinson, Chair  
(Signed)

**Calgary Public Library Board  
May 27, 2020**

**Amendment to Board Bylaw**

**Preface:**

The current board bylaw regarding location of Board meetings (By-Law 4.2) requires updating, due to the unusual circumstances surrounding the inability of Board to meet in person.

**Changes made to 4.2:**

1. Removed the requirement for the meeting to be held at the Central Library. Inserted "...in person, at a Calgary Public library location, through electronic means, or a combination of the two.
2. Removed the requirement for the CEO to give written notice of location. Inserted that "the CEO shall ensure that appropriate notice of physical meeting venues and/or virtual meeting forums, with appropriate participation information, is available publicly,"

**Changes made to 4.4 b)**

removed the wording "on occasion" and added members, so that the phrase reads: While physical attendance.....members may be deemed present, etc.

**Added:**

When a meeting is being held in person, and by electronic communication means simultaneously, members.....shall advise the Chair at least 24 hours before the start of the meeting, to ensure quorum requirements can be met.

## 4.2 LOCATION OF BOARD MEETINGS

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

## 4.3 CALLING OF MEETINGS

(a) No notice of meeting need be given for any Board meeting taking place on a regularly scheduled date set by the Board at its most recent Organizational Meeting.

(b) The Board Chair shall cause an agenda to issue for each Board meeting, along with such additional materials as the Board Chair considers appropriate.

(c) The Board Chair shall call such meetings of the Board as are necessary to comply with the Act and the Regulations.

## 4.4 ATTENDANCE

(a) A Board Member may participate in a meeting of the Board or of a Committee of the Board in any of the following fashions:

(i) by physical attendance at the location of the Board meeting;

(ii) by remote attendance as outlined in subsection 4.4 (b)

(b) While physical attendance at meetings of the Board and Committees is the most desirable, members may be deemed “present” at a meeting and contribute to its quorum through electronic communication means from a remote location with listening, speaking, and voting capabilities.

The Library will ensure that the appropriate technology is available at the meeting to assist in remote attendance.

When a meeting is being held in person and by electronic communications means simultaneously, members wishing to attend remotely shall advise the Chair at least 24 hours before the start of the meeting.

All other provisions of the Governance Bylaw apply.



**Unapproved** Minutes

**Strategy and Community Committee**

Online via Microsoft Teams

Tuesday May 12, 2020

5:30 pm

**In Attendance:**

<b>Board</b>	<b>Administration</b>
Ms. Haritha Devulapally (Chair) Ms. Janet Hutchinson Mr. Robert Macaulay Ms. Jocelyn Phu Ms. Sandy Gill  <b>Regrets:</b> None	Mr. Mark Asberg, CEO Ms. Sarah Meilleur, Director, Service Delivery Ms. Heather Robertson, Director, Service Design Ms. Mary Kapusta, Director, Communications Mr. Paul Lane, Director, Corporate Services  <b>Guests:</b> NA

**I. Meeting Opening**

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

**II. Review of Agenda**

**MOVED** by Ms. Hutchinson that the agenda for May 12, 2020, be approved as presented

Carried Unanimously

**III. Approval of Minutes**

**MOVED** by Mr. Macaulay that the Minutes of the March 10, 2020 meeting be approved as presented.

Carried Unanimously

**IV. Business Arising**

None

**V. Strategic Initiatives Update**

Mr. Asberg presented the Strategic Initiatives Update. The report reviews the strategic initiatives for 2020 as approved by the Board in January, as means of advancing the strategic goals of the

organization within the second year of the Strategic Plan. The green – red scale indicates how each initiative has been affected in the current climate.

Mr. Asberg commented that nothing has been identified as red, which speaks to the resilience of the plan. He also commented that the plan is forward thinking, with the creation of digital services standing the Library in good stead.

Projects identified as dark green (where work has been accelerated) include reduced economic barriers to Library access (a fine free model to reduce barriers and increase use), virtualized early literacy practices and messages for caregivers, expanded content creation capacity, lifelong learning online, and outstanding visitor experiences, in person and online.

Projects identified as yellow, where work is largely on hold and yielding to other priorities, include the Library as an engine of civic engagement, digitization blueprint, and increased access to early learning spaces.

Ms. Hutchinson asked if the increased access to early learning spaces initiative may become a focus during Stage 2 of the provincial re-opening plan. Mr. Asberg replied that this may well become the case, and that work continues in this area.

Ms. Devulapally asked how the Library is playing a role in supporting mental health during the pandemic. Mr. Asberg described ways in which the Library is taking the opportunity to reach out and support community, including Homebound Reader volunteer program care calls, and working with our partners. Ms. Kapusta highlighted the COVID-19 response area on the Library's website which lists mental health resources the Library has been promoting through social media.

Ms. Phu asked about the Library as engine of civic engagement serving senior populations that may be experiencing challenges with basic digital literacy/increased social isolation and whether there are any plans in place to mitigate/support development in this area. Mr. Asberg outlined some early thinking about events that could take place to support this, with a mixture of in-person and online participation.

## **VI. Library at Home/Content Creation**

Ms. Kapusta presented the Library at Home update, focusing on content marketing and development. Work that has been undertaken in these areas over the last two years enabled the Library to adapt quickly to the closure and produce Library at Home content almost immediately.

A key next step includes understanding and developing a consistent approach to rights and permissions for online content, and the Library is continuing to work collaboratively with other libraries in Canada in approaching publishers directly. The Library also will continue to experiment with new ways of making content accessible for broad audiences including seniors, newcomers, and the hearing impaired.

Ms. Devulapally asked for clarity regarding copyright, to ensure the Library is covered from a legal perspective. Ms. Kapusta explained that this is a shifting landscape and that one of the risk

mitigation efforts we are undertaking is to work directly with publishers to develop agreements so we can use the content for a longer period of time.

Ms. Hutchinson asked if the Library has considered extending the WIFI outside of some of the buildings, for people who do not have an internet connection at home. Ms. Robertson replied that WIFI has been extended in most library locations but CEMA have asked that this not be actively promoted at this time as they have concerns it may result in public gatherings exceeding the recommended public health limits. The Library has also been working with the City and community partners to distribute chromebooks in the community, and exploring with the Library Foundation to identify potential opportunities to partner with internet providers, to provide access to those who do not have it at home.

## **VII. Strategic Scorecard Update, Q1 2020**

Mr. Lane presented the Strategic Scorecard Update. The 7 indicators under How Much were on target to be met or exceeded before the closure. Mr. Lane indicated that measures due to be reported in Q2, would not be, as they relate to physical usage which has not been possible during closure.

Mr. Macaulay and Ms. Phu suggested that reporting continue for Q2, even if the numbers are zero. Mr. Macaulay asked if the Library was intending to collect data on the Program Satisfaction and Library Satisfaction measures. Mr. Lane replied that whilst the Library can collect data on those measures it would not be comparable to other data under the same measures for previous or future years.

## **VIII. Board Retreat**

Ms. Meilleur asked the committee if they felt the retreat that was cancelled in March because of COVID-19 should be an online option for the fall, or if it should be postponed indefinitely, and if the planned topics suggested are still the most relevant.

Ms. Hutchinson commented that she felt the topics continued to be relevant, particularly intellectual freedom, with future strategic focus on civic engagement.

Ms. Devulapally and Ms. Phu suggested that a fall retreat could be beneficial as the longer-term picture becomes clearer.

It was agreed that Ms. Meilleur, Ms. Hutchinson and Ms. Samuels (the retreat committee) would meet in the next two weeks to advance discussions, and that administration would add a board retreat discussion to the September workplan for the committee.

## **IX. 2020 Workplan**

Ms. Meilleur indicated the amendments made to the workplan to accommodate the cancelled meeting in April.

It was agreed to add a further item 'Facilities Update During Closure' under Spotlights and Strategic Updates for 2020, to be discussed in June, along with the Board Retreat discussion in September.

**X. Other Business**

None.

**I. Adjournment**

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

Transcribed by Kathryn Bolton

Haritha Devulapally

Chair

*Unapproved* Minutes  
**Audit and Finance Committee Meeting**  
**Calgary Public Library Board**  
Online via Microsoft Teams  
Tuesday, May 19, 2020  
6:30 pm

**In Attendance:**

<b><u>Board</u></b> Mr. Andrew Rodych ( <i>Chair</i> ) Ms. Haritha Devulapally Ms. Sandy Gill Mr. Rob Macaulay  <b><u>Regrets</u></b> None	<b><u>Administration</u></b> Mr. Mark Asberg, Director, Service Delivery Mr. Paul Lane, Director, Corporate Services Ms. Sarah Meilleur, Director, Service Delivery Mr. Chae Jun, Controller Ms. Heather Robertson, Director, Service Design
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**I. Treaty 7 Opening**

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

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

**II. Review of Agenda**

**MOVED** by Ms. Devulapally that the May 19, 2020 Audit and Finance Committee meeting agenda be approved as circulated.

Carried Unanimously

### **III. Approval of Minutes**

**MOVED** by Mr. Macaulay that the minutes of the March 24, 2020 meeting be approved as circulated.

Carried Unanimously

### **IV. Business Arising**

None.

### **V. Risk Register Review**

Mr. Lane outlined some changes in formatting and presentation for the 2020 Risk Register, as well as three measures that have changed:

- Pace of Innovation, which has not yet been replaced
- Forecast Operating Budget Balance has been replaced with Net Financial Assets
- Change in Tangible Capital Assets, replaced by Library Space per Capita

Mr. Lane indicated that of the 9 risk factors updated for this review, 3 are red or high-risk range. These are Building Visits, Website Visits and Central Library Incidents. The other 6, Active Memberships, Volunteer Support, Net Financial Assets, Fraud, Operating Cost per Use and Community Library Incidents are all green. Mr. Lane also described the risk status of each factor, pre and post mitigation.

Ms. Meilleur described mitigation efforts in relation to the Central Library Incidents including having library security more present on 3<sup>rd</sup> floor, physical spacing out of computers, and working with community partners such as the Canadian Mental Health Association and the DOAP Team. Ms. Meilleur indicated that during closure, there have been a number of incidents reported outside Central Library, which has contributed to the high results of Central Library Incidents compared to visits. Administration and Central Library security has been working collaboratively with Calgary Police Service, Building Operators and Managers Association and local community partners to address the incidents. Library staff and security staff have also participated in professional learning about working with vulnerable populations.

Mr. Macaulay suggested amending some of the language used for the measures to ensure ease of understanding for future readers. These were changing Pre-mitigation to No Mitigation and changing Post Mitigation to Target Post-Mitigation.

Mr. Macaulay asked that the figures for rate of inflation and population growth are included in the Municipal Grant per Capita commentary.

Ms. Devulapally asked in relation to the Satisfaction Score risk factor, what steps the Library is considering to ensure programs are relevant for the increasing number of white-collar workers who are being laid off such as airline and oil and gas staff personnel.

Mr. Asberg outlined the library's strong track record of supporting job seekers and the library's increased online programming which would connect with that audience. Ms. Robertson also outlined a new Job Desk service in partnership with Bow Valley College.

Ms. Devulapally asked if Administration foresees an impact on the Staff Engagement risk factor, given that a large number of staff have been temporarily laid off. Mr. Asberg described how the surveys will be continued as predictably as possible, particularly when staff start returning to work. Particular attention will be paid to the changes in the way we communicate, for example on MS Teams, as this has evolved rapidly since closure. The next Town Hall will include staff who have been temporarily laid off.

Mr. Rodych asked for clarity on the reduction in the number of website visits. The reduction is believed to be due to room bookings and programming being suspended, in-house computers not being in use, and digital resources being accessible via Overdrive.

Ms. Gill asked about safety considerations when the libraries reopen. Ms. Meilleur said that the plans are being developed for staff and patrons, starting with the commencement of curbside pick-up in some locations. Safety is top of mind as we move through the different stages of reopening.

**MOTION** by Ms. Gill that the Audit and Finance recommends this report, Risk Register Update to the Calgary Public Library Board for information.

Carried Unanimously

## **VI. Quarterly Financial Review**

Mr. Jun presented the Quarterly Financial Review. As expected, the month of April ended with both revenue and expenses lower than budget. The forecast in the Financial Dashboard is based on the scenario that the Library is re-opening in July. The forecast will be amended as plans for re-opening are developed. The current year-end cashflow forecast is \$9.7m, a \$3.3m increase from 31 December 2019. The closure has created over \$1.1m reduction in salaries and benefits, year to date.

Revenues are \$210,699 unfavorable at the end of April. This is due to timing of payments from the City of Calgary and Province of Alberta, foregone fines revenue since closure, and foregone rent revenue.

Expenses are \$2,367,722 favorable.

Net financial assets are \$5.5m favorable at month end. The cash balance is very strong and is expected to stay strong until year-end. The Library is using RBC High Interest Savings Account.

Ms. Devulapally asked if the savings being made during closure, which are creating a strong cash balance, could put the Library in a difficult position regarding future funding.

Mr. Asberg responded that the favorable cash position of the Library has been noted by other organizations and our funding in Q3 and Q4 may reflect this. However, our funding for 2021 should not be affected.

Mr. Macaulay asked if the reduction in rent revenues is due to Inception U and Lukes. Mr. Jun confirmed that is the case. Mr. Lane confirmed that the rent is being forgiven on a month by month basis.

Mr. Rodych asked if the Library can apply for the wage subsidy. Mr. Jun confirmed the Library is not eligible, but each employee can apply for CERB.

Mr. Rodych asked for clarity about the variance in the revenue received from the City. Mr. Lane confirmed that the Library was expecting an additional \$500,000 in 4 installments with respect to the settlement with CUPE but this has not been received yet.

Mr. Asberg and Mr. Lane confirmed the Library is expecting to receive the quarterly payment as scheduled in July but the amount is not yet confirmed.

**MOTION** by Ms. Devulapally that the Audit and Finance recommends this report, Quarterly Financial Review, to the Calgary Public Library Board for information.

Carried Unanimously

## **VII. 2020 Lifecycle and Capital Spending Plan**

The Administration is budgeting \$4.7m in Lifecycle and Capital Source Funding. \$2.66m is allocated for expense and put aside \$739,000 contingency fund. At the end of the year, \$1.6m cash balance is anticipated to carry forward to 2021.

Mr. Rodych asked how the closure period will impact the forecasting and timeline analysis on use of capital goods.

Mr. Jun responded that this also includes funding for maintenance lifecycle.

**MOTION** by Mr. Macaulay that the Audit and Finance Committee recommends this report, 2020 Lifecycle and Capital Spending Plan, to the Calgary Public Library Board for information.

Carried Unanimously

## **VIII. Other Business**

Reporting to City of Calgary. Mr. Lane confirmed that the Library is not required to report to the Audit Committee this year, as the City is focusing on higher risk organizations. The Library will report to the City's Community and Protective Services Committee in July.



**IX. Adjournment**

**MOVED** by Mr. Rodych that the meeting be adjourned at 7.45pm.

Transcribed by Kathryn Bolton

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Mr. Andrew Rodych,  
Chair

**Report to the  
Calgary Public Library Board  
Audit and Finance Committee  
May 19, 2020**

**Risk Register Update for Q1 2020**

**I. ALIGNMENT**

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q1 2020.

**II. BACKGROUND**

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

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

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

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

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

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

**III. CHANGES FOR 2020**

As previously reported at the March Committee meeting, three measures have been changed this year.

Under the Relevance category of risk, the Pace of Innovation has been removed because its definition and measurement did not rise to the level of rigor used in other factors. It has not yet been replaced, as discussion about more appropriate indicators of innovation has been postponed under the current operating restrictions.

Under the Finance category of risk, two indicators have been replaced. As previously discussed in several meetings last year, the measures for both short-term and long-term financial capacity required improvement. The Forecast Operating Budget Balance has been replaced with Net Financial Assets, as agreed at the March 2020 meeting. This measure will be reported quarterly beginning with this report.

The previous indicator for long-term capacity, Change in Tangible Capital Assets, was judged deficient because the measure excluded significant portions of the assets used by the Library. The replacement measure offered in this report is Library Space per Capita (placed into the Operations category of risk). This measure is thought an improvement because it includes all spaces operated by the Library, avoids confusion caused by using depreciated costs, and is easily relatable to the size of the customer base it supports. All things being equal, the more space per capita, the better the Library service being provided.

#### IV. ANNUAL MITIGATION REVIEW

The pre-mitigation and post-mitigation risk level of each factor is assessed at the start of the year. The results are included in the dashboard. This year the results have been moved from the individual risk factor pages to a consolidated table on page 2 of the dashboards, and the residual (post-mitigation) risk level is also included on the summary page alongside the result for the reporting period.

Material residual risk remains in the following areas:

- Circulation per Capita
- Municipal Grant per Capita
- Library Space per Capita, and
- Security Incidents at Central Library

#### V. CURRENT RESULTS

There are currently 14 risk factors under active monitoring, including 9 that are updated for this report. Updated measures are indicated by bold typeface on the summary page at the front of the attached dashboards.

Of these 9 updated risk factors, fully 6 have been categorized in the low threat range which calls for continued monitoring by Administration:

Range	# of Measures	Notes
	6	
	0	
	3	Website visits Central Security, Building Visits

Visits to Buildings and Website Visits fell into the high range because of the closure initiated by the local state of emergency declared on March 15. Security incidents at or around the Central Library have been in the high range for several reporting periods, which has prompted a range of additional mitigation measures that are discussed on the dashboard.

#### VI. CONCLUSION

Risks continue to be well monitored and mitigated. 6 of the reported 9 measures are meeting or exceeding their post-mitigation targets. Two measures are missing their targets because of the impact of the local state of emergency. Security Incidents at Central Library is the major cause for concern and new mitigation strategies have been implemented during the closure period.

**VII. RECOMMENDATION**

1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q1 2020***, to the Calgary Public Library Board.





























**Paul Lane**

Director, Corporate Services

att: Q1 2020 Risk Register

## RISK REGISTER





























## Q1 2020 SUMMARY

	Risk Factor	Current Value	Current Status	Residual Status	Next Update
<b>RELEVANCE:</b> The risk that community indifference negatively impacts ability to improve the quality of life in Calgary	<b>Active Memberships</b>	57.3			Q2 2020
	Satisfaction Score	4.6			Q2 2020
	<b>Volunteer Support</b>	94%			Q2 2020
	Circulation per Capita	11.74			Q4 2020
	Risk Factor	Current Value	Current Status	Residual Status	Next Update
<b>FINANCE:</b> The risk that available funding is insufficient to address community needs or to allow the Library to adapt or grow as demand dictates	<b>Net Financial Assets</b>	3,843,893-			Q2 2020
	<b>Fraud</b>	\$0.00			Q2 2020
	<b>Operating Cost per Use</b>	\$1.26			Q1 2021
	Municipal Grant per Capita	\$40.80			Q3 2020
	Risk Factor	Current Value	Status	Residual Status	Next Update
<b>OPERATIONS:</b> The risk that ineffective processes negatively impact the Library's ability to manage complexity and change	<b>Building Visits</b>	-18.3			Q2 2020
	<b>Website Visits</b>	-29.1%			Q2 2020
	Library Space per Capita	0.45			Q4 2020
	Staff Engagement	71%			Q4 2020
	Risk Factor	Current Value	Status	Residual Status	Next Update
<b>SECURITY:</b> The risk that real or perceived safety and security concerns negatively impact organizational capacity, reputation, and community support	<b>Community Libraries Incidents</b>	0.93			Q2 2020
	<b>Central Library Incidents</b>	4.35			Q2 2020

## RISK REGISTER

## RESIDUAL RISK

### MITIGATION STATUS

Risk Factor	Pre-Mitigation	Post-Mitigation
Active Memberships		
Satisfaction		
Volunteer Support		
Circulation per Capita		
Net Financial Assets		
Fraud		
Operating Cost per Use		
Municipal Grant per Capita		
Building Visits		
Virtual Visits		
Library Space per Capita		
Staff Engagement		
Community Library Incidents		
Central Library Incidents		

This table presents Administration's estimate of the level of risk inherent in each factor in the absence of any mitigation (Pre-Mitigation) and the level of residual risk remaining (Post-Mitigation) after implementation of the mitigation strategies and actions that Administration considers prudent based on currently known conditions and assumptions.

Administration uses a 3 X 3 matrix consisting of High – Medium – Low assessments of Likelihood and Impact. To be High (Red) overall it is necessary that a High rating be combined with at least a Medium rating. Similarly, a Low (Green) overall result requires a Low rating be combined with no higher than Medium.

## RISK REGISTER

## RELEVANCE

### ACTIVE MEMBERSHIPS

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

The number of active library users is a direct indicator of the degree of relevance to the community.

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

#### Current Reading



#### Recent Readings

Date	Reading	Status
2019 Q4	56.3	●
2019 Q3	57.5	●
2019 Q2	57.0	●
2019 Q1	55.9	●

#### Mitigation Actions

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

#### Commentary

- Latest values
  - 736,514 active members
  - 2019 census population of 1,285,711
- Calgary Public Library Members as a proportion of overall population is well above the national median of 39.2 (MBNCanada, 2018)

## RISK REGISTER

## RELEVANCE

### SATISFACTION SCORE

Average rating of satisfaction with overall library service in a random sample of library users. Reported semi-annually in Q2 and Q4

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



#### Recent Readings

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

#### Mitigation Actions

- 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

#### 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



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**VOLUNTEER SUPPORT**

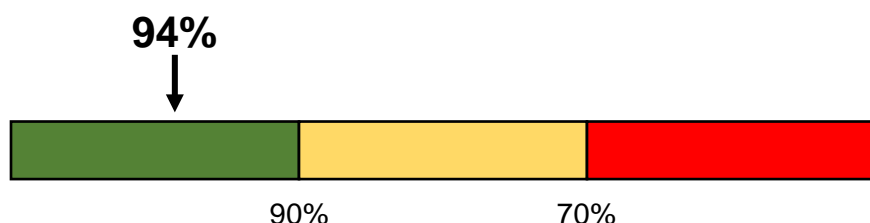

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The percentage of volunteer placements filled in all libraries in the system. Reported quarterly.

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



### Recent Readings

Date	Reading	Status
2019 Q4	93%	●
2019 Q3	93%	●
2019 Q2	90%	●
2019 Q1	97%	●

### Mitigation Actions

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

### Commentary

- Latest values
  - 3,732 placements filled
  - 3,966 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 by 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
- Programs and volunteer placements were cancelled until further notice, effective March 13, 2020

## RISK REGISTER

## RELEVANCE

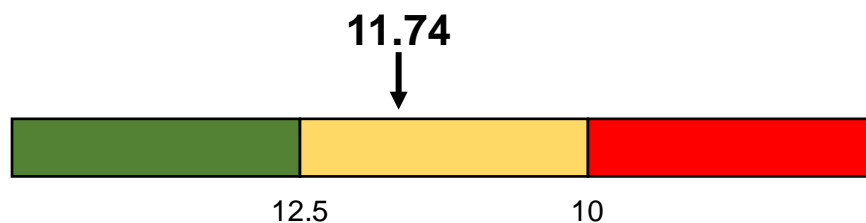
### CIRCULATION PER CAPITA

Total circulation divided by population of the legal service area. Reported annually in Q4.

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



#### Recent Readings

Date	Reading	Status
2018	11.32	●
2017	11.72	●
2016	12.79	●

#### Mitigation Actions

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

#### 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)

## RISK REGISTER

## FINANCE

### NET FINANCIAL ASSETS

Net financial assets as determined by the Library's customary accounting standards. Reported quarterly .

Sufficient net financial assets are an indicator of the Library's resiliency, which 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

**\$3,834,893**



\$1,000,000

\$0

#### Recent Readings

Date	Reading	Status
2019 Q4	3,049,373	●
2019 Q3	3,606,543	●
2019 Q2	1,760,621	●
2019 Q1	326,927	●

#### Mitigation Actions

- Annual budget creation is preceded by reviews of past and known future budget pressures – no category of expense can roll forward unexamined
- Monthly oversight of budget results by budget managers and ELT separately
- Quarterly oversight by the Library Board's Audit & Finance Committee

#### Commentary

- With minimal reserve funds, the level of net financial assets closely follows the pattern of quarterly operating grant receipts because expenses are very consistent month to month
- Unusual operating restrictions created by budget uncertainty in 2019 caused a large surplus to be carried through year-end
- Three of the prior four year-ends (2016- 2018) showed negative net financial assets

## RISK REGISTER

## FINANCE

### 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**



\$640,000

#### [Recent Readings](#)

Date	Reading	Status
2019 Q3	\$0.00	●
2019 Q2	\$0.00	●
2019 Q1	\$0.00	●
2018 Q4	\$0.00	●

#### [Mitigation Actions](#)

- Adherence to policies and procedures
- Documented procedures, including:
  - Segregation of duties
  - Purchasing controls
  - One up approval
- External auditing

#### [Commentary](#)

- Risks are increasingly electronic and sophisticated

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**OPERATING COST PER USE**


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Total operating cost divided by the sum of common uses. Reported annually in Q1.

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

**\$1.26**



### Recent Readings

Date	Reading	Status
2018	\$1.38	●
2017	\$1.33	●
2016	\$1.26	●

### Mitigation Actions

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

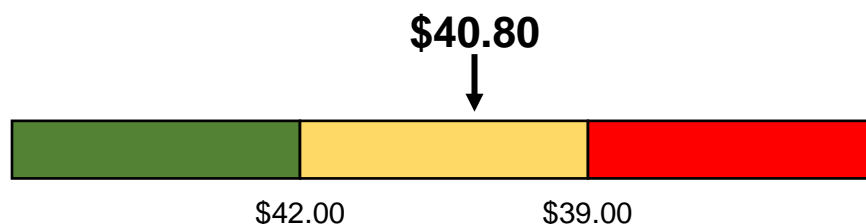
### Commentary

- Latest values
  - 2019 operating cost of \$56,674,543
  - 44,952,431 uses
- Calgary Public Library's cost per use is well below the national median of \$1.77 (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

## MUNICIPAL GRANT PER CAPITA

Municipal operating grant divided by population of the legal service area. Reported annually in Q3.

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

Current ReadingRecent Readings

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

Mitigation Actions

- Transparency and openness with government and other funders
- Effective, efficient delivery of current services and programs

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

**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 ReadingRecent Readings

Date	Reading	Status
2019 Q4	3.4%	●
2019 Q3	16.8%	●
2019 Q2	12.3%	●
2019 Q1	10.5%	●

Mitigation Actions

- Enhance look and feel of all libraries
- Increase hours of service
- Increase in-branch programming
- Fee - free room rentals
- Add locations in maturing communities

Commentary

- Latest values
  - 1,913,221 visits in 2019 Q1
  - 1,563,554 visits in 2020 Q1
- 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 late 2018/early 2019, impact the year-over-year change in visits
- All Libraries closed effective March 16, 2020, until further notice



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**WEBSITE VISITS**


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The year-over-year change in the number of visits to the Library website. 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



### Recent Readings

Date	Reading	Status
2019 Q4	-3.3%	●
2019 Q3	16.9%	●
2019 Q2	37.1%	●
2019 Q1	14.5%	●

### Mitigation Actions

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

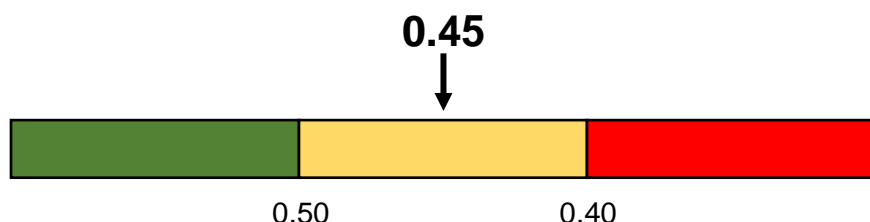
### Commentary

- Latest values
  - 2,266,045 website sessions in 2019 Q1
  - 1,605,986 website sessions in 2020 Q1
- A significant Library website redesign launched in April 2019

## LIBRARY SPACE PER CAPITA

Total cumulative square feet of library space, including administration and shared space for all operating libraries, divided by population of the legal service area. Reported annually in Q4.

Maintaining sufficient library space allows members to gather, engage with the library, and receive services, which are drivers of success in achieving the aims of the Strategic Plan.

Current ReadingRecent Readings

Date	Reading	Status
2018	0.44	●
2017	0.38	●
2016	0.38	●

Mitigation Actions

- The Library has continued to open new facilities and add more space including:
  - 2017 – Sage Hill Starter Library
  - 2018 – Rocky Ridge Library
  - 2018 – Operations Centre
  - 2018 – Central Library
  - 2019 – Seton Library
  - Future – Symons Valley Library

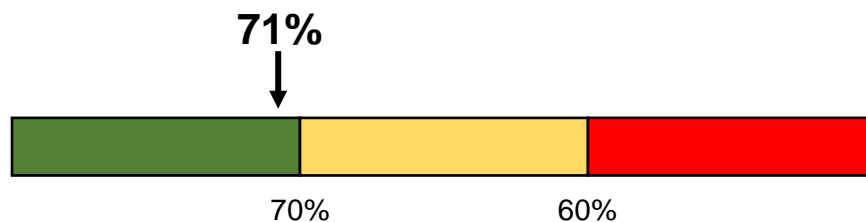
Commentary

- Latest values
  - 2019 square feet of 577,163
  - 2019 census population of 1,285,711
- Square feet per capita shifts with both library space and population
- Calgary Public Library's square feet per capita is lower than the national median of 0.62 square feet per capita (MBNCanada, 2018)

## STAFF ENGAGEMENT

Average reported engagement score on anonymous surveys. Reported semi-annually in Q2 and Q4.

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 ReadingRecent Readings

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

Mitigation Actions

- 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

Commentary

- The survey tool used was changed in Q4 2019. As a result, this score is not comparable with the historical scores

### 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



#### Recent Readings

Date	Reading	Status
2019 Q4	0.90	●
2019 Q3	0.73	●
2019 Q2	0.87	●
2019 Q1	0.85	●

#### Mitigation Actions

- 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

#### Commentary

- During closure security and facilities are ensuring that all library facilities are visited multiple times a day to reduce risk with closed buildings.
- The Library continues to evaluate the increase of crime, drug activity, and disorderly behavior in and around Central Memorial Park
- 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

### 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



#### Recent Readings

Date	Reading	Status
2019 Q4	4.48	Red
2019 Q3	2.99	Yellow
2019 Q2	3.58	Red
2019 Q1	2.79	Yellow

#### Mitigation Actions

- 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
- Moved furnishings and computers on the 3rd floor to create more space between users and a different mix of uses. This is complete for re-opening.
- Contacted social agencies (Alpha House / Salvation Army) to see if there are new factors that have contributed to the rise in negative behaviour
- Security contractor provided additional workplace violence training to their staff to attempt to minimize conflict
- 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
- Two portable washrooms will be placed in the CPA lot behind Central to provide appropriate facilities for those in need during closure
- 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

#### Commentary

- Incidents are calculated based on visits. Since closure because of COVID-19, a few incidents have occurred on the exterior of the Central Library. With no building visits, these exterior incidents contribute to this high ratio during a time of closure.
- Continued collaboration with CPS, BOMA, and community partners is taking place to support a safe environment around Central Library during closure.

Report to the  
Calgary Public Library Board  
Audit & Finance Committee  
May 19, 2020

**Controller's Report for the month ended April 30, 2020**

The unaudited Statement of Financial Position and the Statement of Financial Activities and Accumulated Surplus of the Calgary Public Library for the month ended April 30, 2020 are appended to this report for information.

**A. Executive Summary**

The Controller's Report is comprised of:

- Financial Dashboard
- Statement of Financial Position
- Statement of Financial Activities and Accumulated Surplus
- Lifecycle Funding and Spending Profile

The April month ended with both revenue and expenses lower than budget resulting positive year end cashflow forecast of \$9.7M (\$6.4M at December 31, 2019). The Library closure since March 16<sup>th</sup> created over \$1M reduction in salaries and benefits YTD.

The current forecast in the attached Financial Dashboard is based on the scenario that the Library relauches in early July.

Further explanations of the financial forecasts due to the Library closure will be summarized in sections B and C and in the Financial Dashboard.

**B. Revenues**

Revenues are \$210,699 unfavourable for the month end.

**Line 5 – City of Calgary \$160,283U at April 30, 2020**

The City has not transferred Q1 portion of 2020 increase. Forecast remains the same as it is expected to be included in the later payments.

**Line 9 – Province of Alberta \$26,927U at April 30, 2020**

The unfavorable variance is mainly due to delay in recognizing the portion of the Provincial Indigenous Language Grant revenue that was allocated in the year 2020. It is expected to be completed in Q2.

**Line 13 – Fines \$146,411U at April 30, 2020**

The foregone fines revenue since the Library closure is \$0.14M. The current forecast is based on foregone of the remaining fines revenue entirely (\$0.78M). It also reflects the impact due to fine-free library after relaunch.

**Line 14 – Rent revenue \$20,130U at April 30, 2020**

The foregone rent revenue since the Library closure.

**Line 19 – Interest and other revenue \$24,575F at April 30, 2020**

Received unbudgeted interest revenue.

**Line 22 – Grants and sponsorships - \$120,399F at April 30, 2020**

The favorable variance is mainly due to acceleration in recognizing the portion of the deferred Foundation Grant revenue that was allocated in the year 2020.

**C. Expenses**

Expenses are \$2,367,722 favorable for the month end.

**Line 29 – Salaries and employee benefits - \$1,672,431F at April 30, 2020**

The favorable variance primarily due to the closure since March 16, 2020 (\$1.1M). Vacant positions caused the additional favorable variance. The current salaries and employee benefits forecast is a decrease of \$4.3M.

**Line 32 – Collections - \$90,124U at April 30, 2020**

Additional \$0.3M e-resources expenses are projected in response to the closure of the Library.

**Line 48 – General operating - \$727,549F at April 30, 2020**

The favorable variance is mainly due to timing difference and not projected to continue through the balance of the year. Additional PPE expenses are projected.

**Line 54 – Building and equipment - \$47,709F at April 30, 2020**

Variances in this expense category are due to library closure. Building and equipment maintenance is performed as scheduled during library closure.

**D. Statement of Financial Position**

Net financial assets are \$5.5M favourable at the month end (\$3.1M favourable at December 31, 2019). The cash balance was strong. Receivables are mainly due to timing difference of the Provincial Operating Grant. The half of the Provincial grant (\$3.4M) was received in early May. The second instalment will be available in the fall.



**E. RECOMMENDATION**

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial statements and life cycle reports for the period ended April 30, 2020

Chae Jun, CPA CGA MBA  
Controller

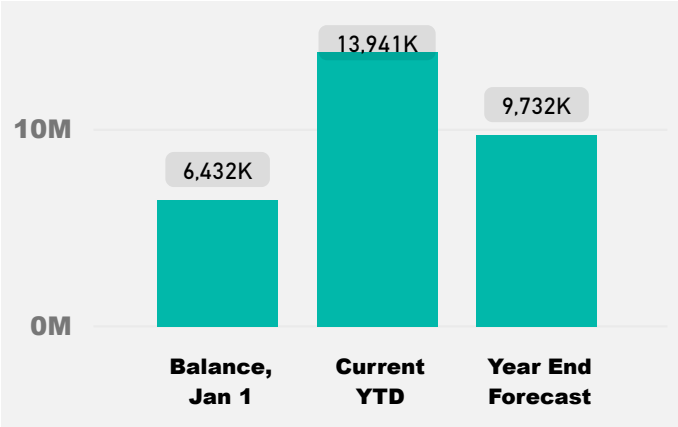
### Commentary

- Forecasted City revenue remains the same as the budget.
- Cashflow forecast for the year end includes the \$3.8M decrease of salaries and benefits
- The Province is advancing half of the provincial grant amount (\$3.4M) in May. The second installment will be available in the fall.
- From April to June, foregone revenue during library closure is \$428K, including fines.
- From July to December, fine-free library impact after library reopens: \$472K reduction of revenue.

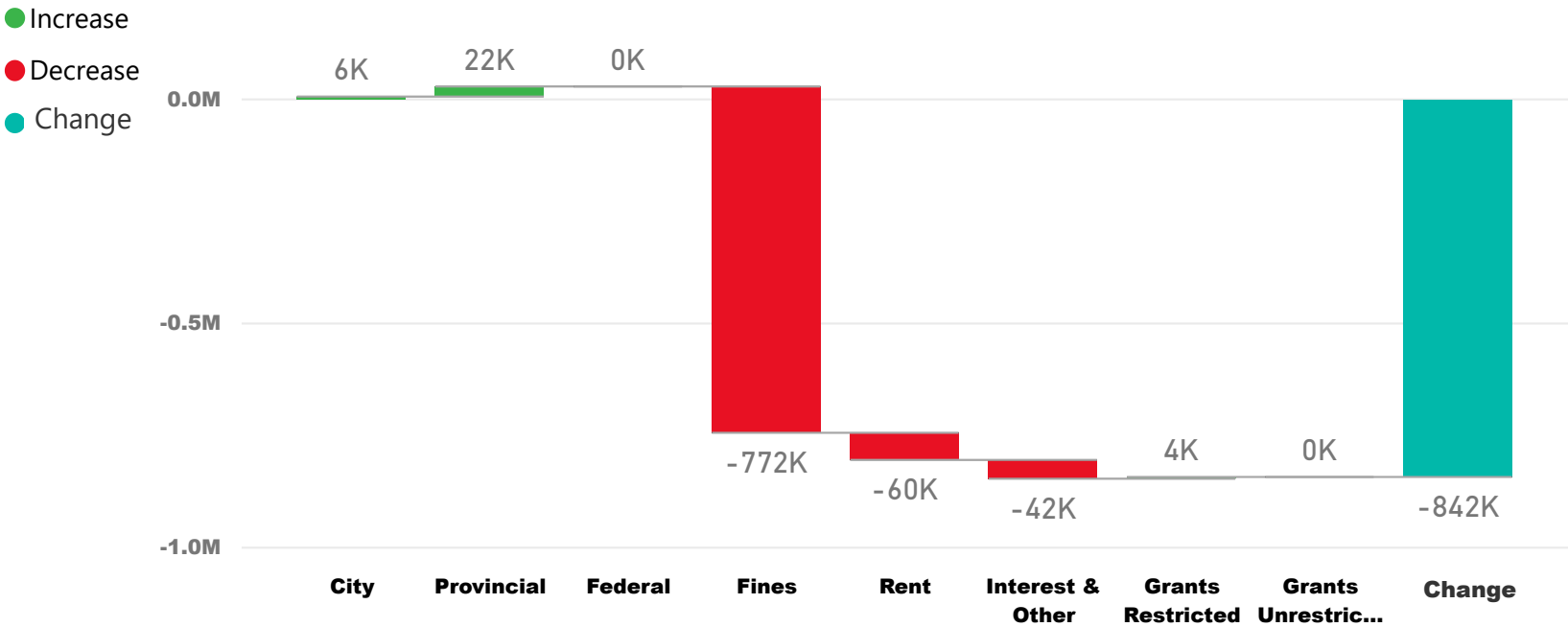
### Actions

- Due to COVID-19 pandemic, all Library locations are temporarily closed as of March 16.
- Approximately 75% of library employees are affected by the temporary layoff.
- The Foundation will be matching individual donations up to \$25,000 until May 31.

### Cash Position Forecast, as of Apr 30, 2020



### Revenue Forecast, as of Apr 30, 2020



Board-Approved Budget Revenues	Forecasted Revenues
64,282K	63,440K

### Commentary.

- The year end forecast of expenses is decreased by \$4.1M.

### Actions

- Estimated decrease in salaries and benefits expense resulting from temporary layoffs is \$3.8M. YTD gap savings was \$0.5M.

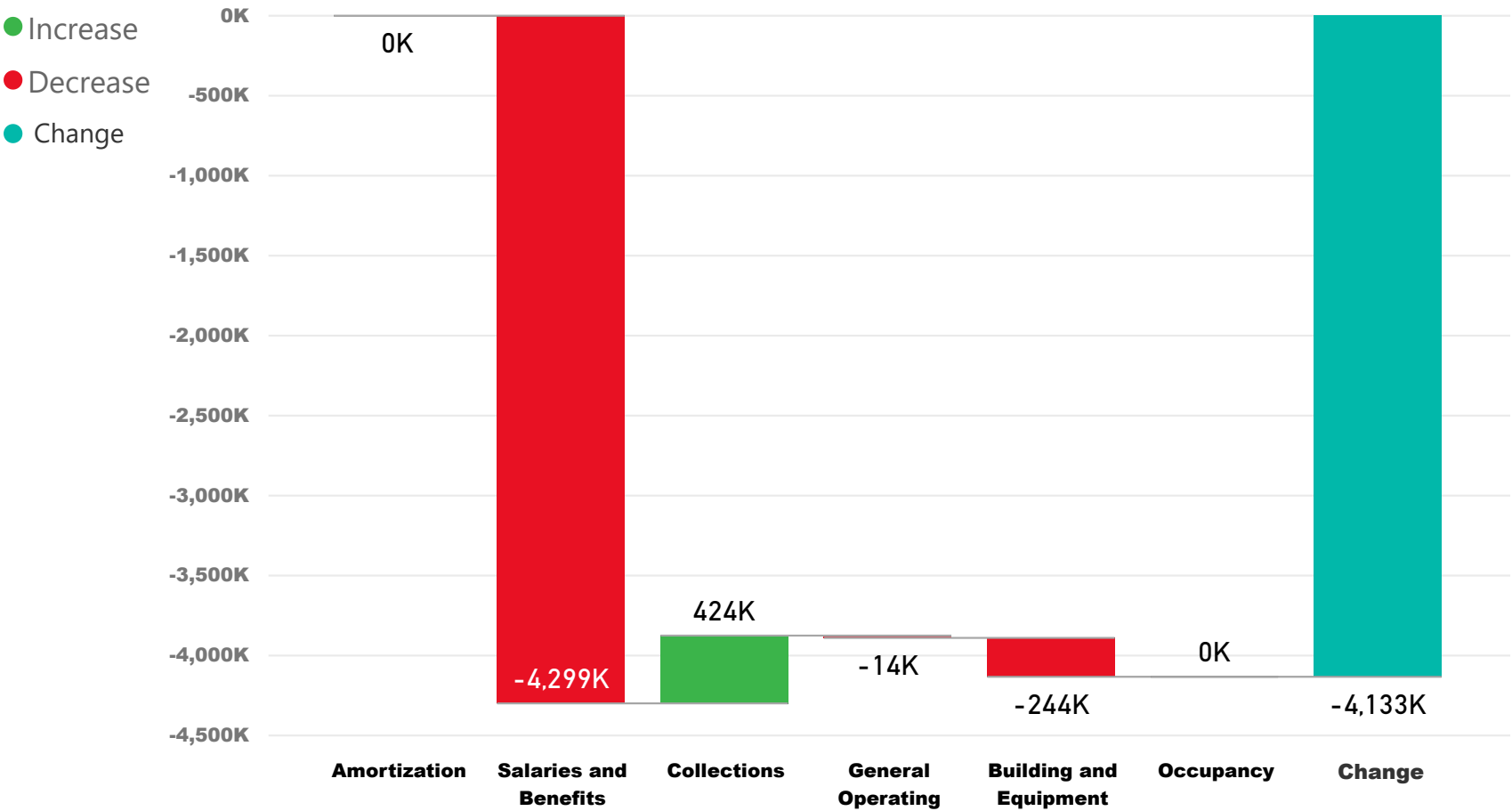
- There are additional savings in General Operating and Building & Equipment include cleaning, utilities, printing usage and security during library closure.

- Library increased \$0.3M YTD on electronic resources in response to the COVID-19.

- Library incurs additional expenses on disinfectants and PPE.

- Building & Equipment maintenance is performed as scheduled during library closure.

### Expense Forecast, as of Apr 30, 2020



Board-Approved Budget Expenses	
69,105K	

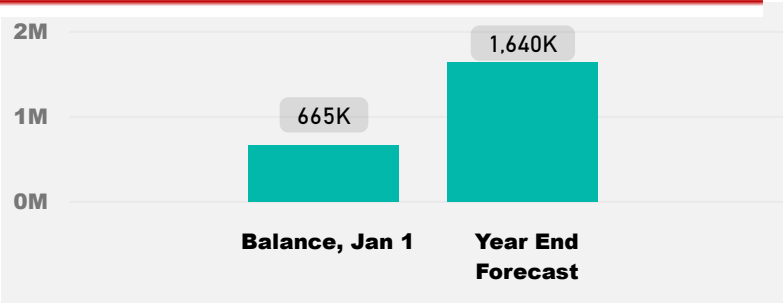
Forecasted Expenses	
64,972K	

## Lifecycle Funding Commentary.

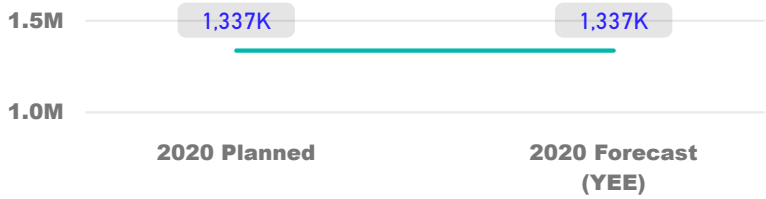
- YE Lifecycle surplus forecast is based on the assumption \$739K contingency will be fully spent.
- Carry forward funds include \$225K asset management funds from PY.
- Current year funds include \$3,174K City lifecycle funding and \$225K asset management from the operating funds.
- Growth project funds is from Seton Collection purchases (\$303K).

## Lifecycle Surplus Forecast, as of Apr 30, 2020

### Funding Source

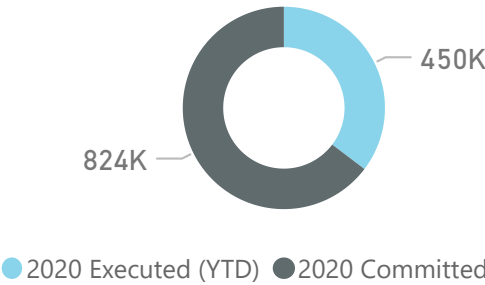
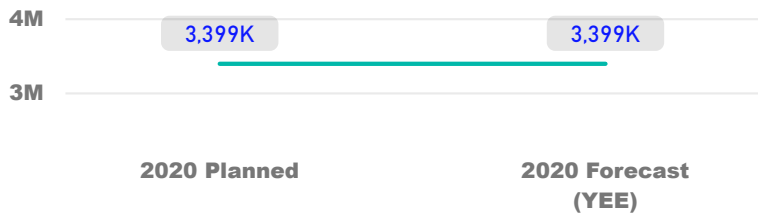


#### Carry Forward



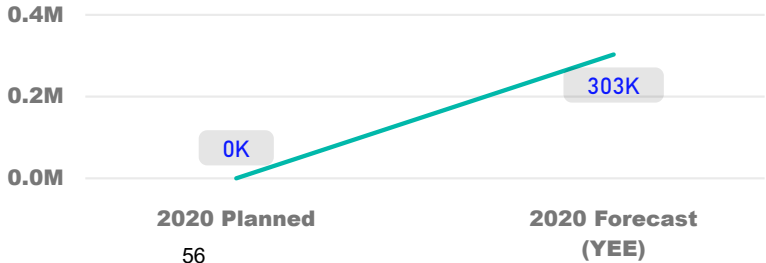
● 2020 Executed (YTD) ● 2020 Committed (YTD)

#### Current Year Funds



● 2020 Executed (YTD) ● 2020 Committed (YTD)

#### Growth Projects Funds



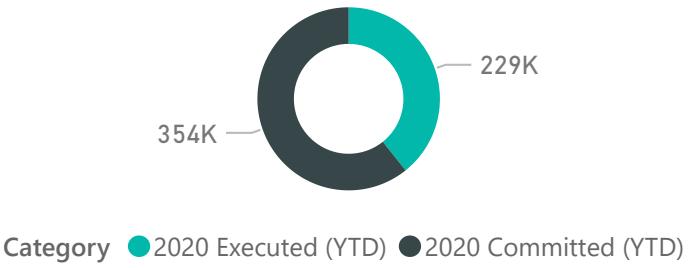
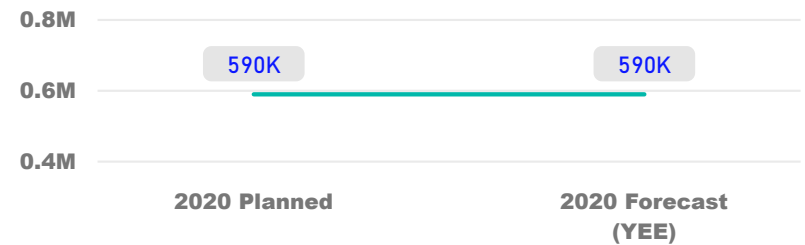
● 2020 Executed (YTD) ● 2020 Committed (YTD)

## Lifecycle Spending Commentary

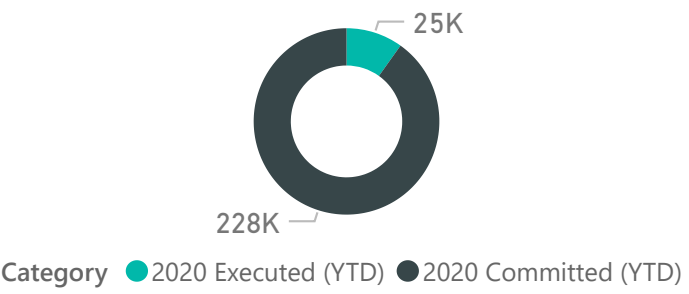
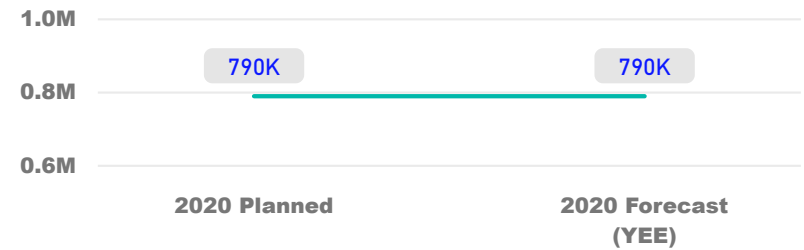
- Carry forward projects include: Memorial Park elevator and washroom and Fish Creek elevator.
- Building projects include: Fish Creek reading room, Louise Riley washroom and finishes, Judith Umbach repair/replace fixtures, Country Hills lighting, and asset management.
- Vehicle additions include two fleet vehicles and two cargo vans.

## Spending Profile -1-

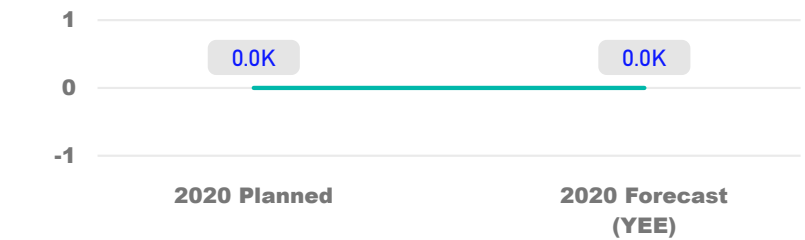
### Carry Forward Projects



### Building

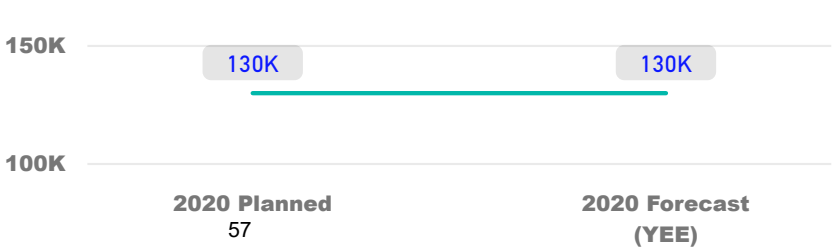


### Furniture



Category 2020 Executed (YTD) 2020 Committed (YTD)

### Vehicles

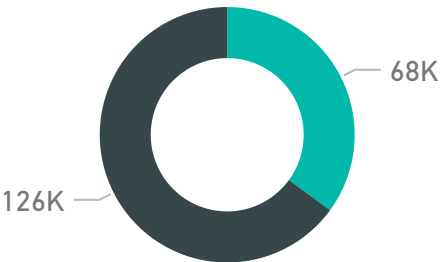
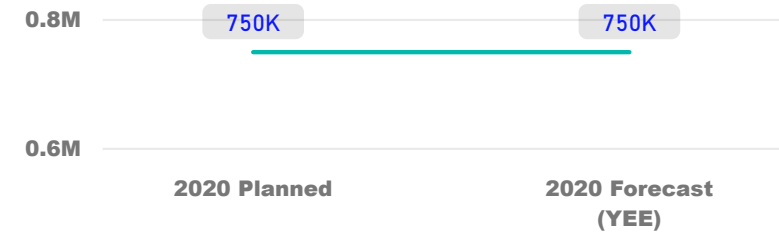


Commentary:

- IT projects include: Replacement of network infrastructure and end user equipment.
- There are no growth projects planned in 2020.

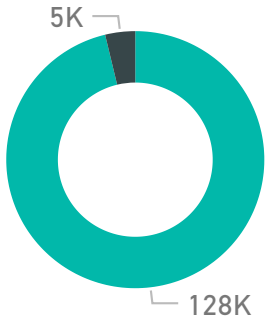
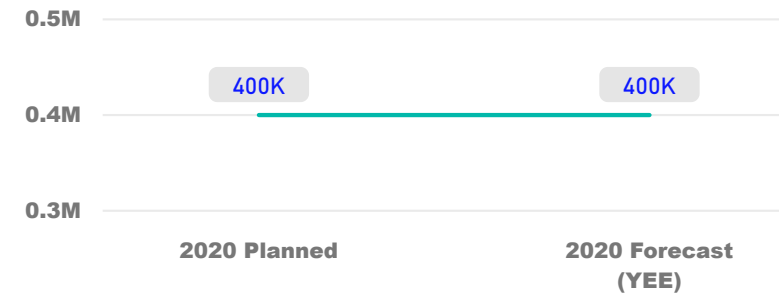
Spending Profile -2-

Technology



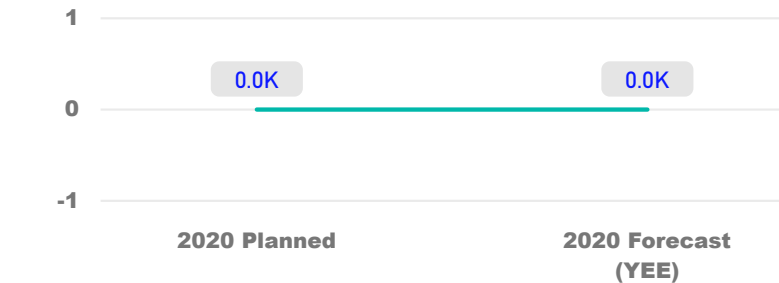
Category 2020 Executed (YTD) 2020 Committed (YTD)

Small Projects



Category 2020 Executed (YTD) 2020 Committed (YTD)

Growth Projects



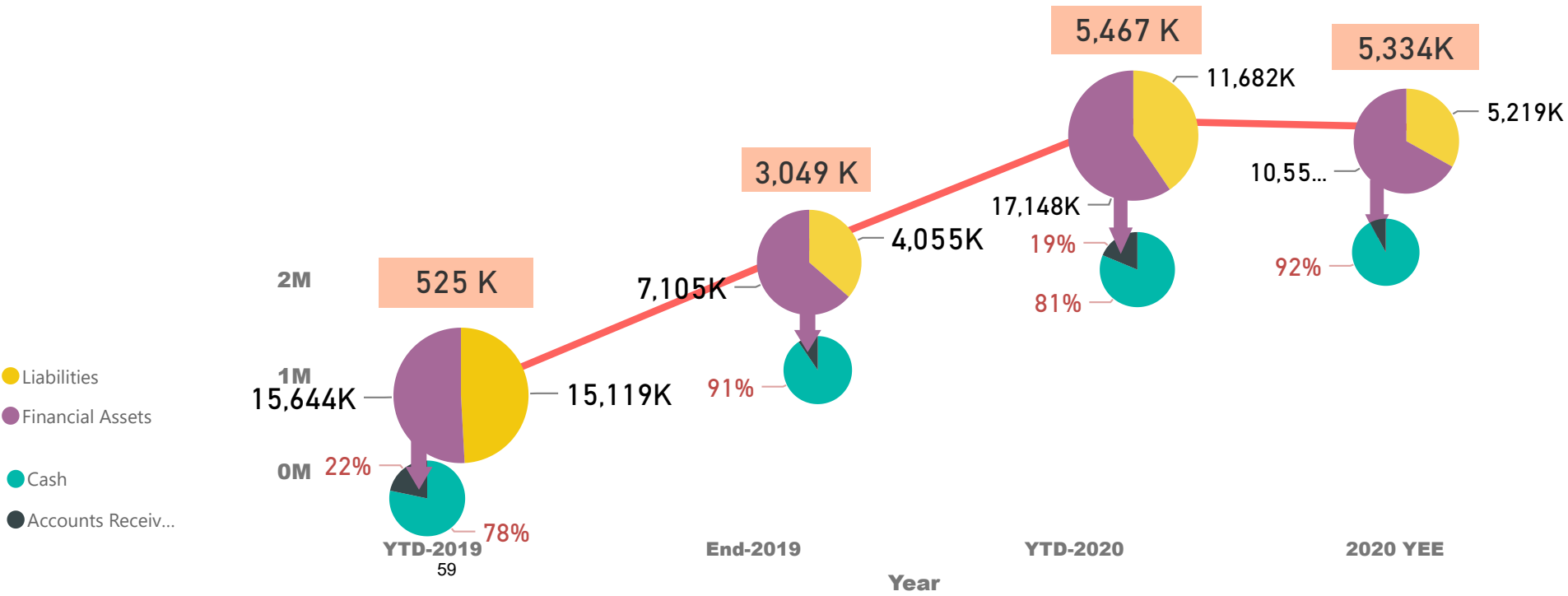
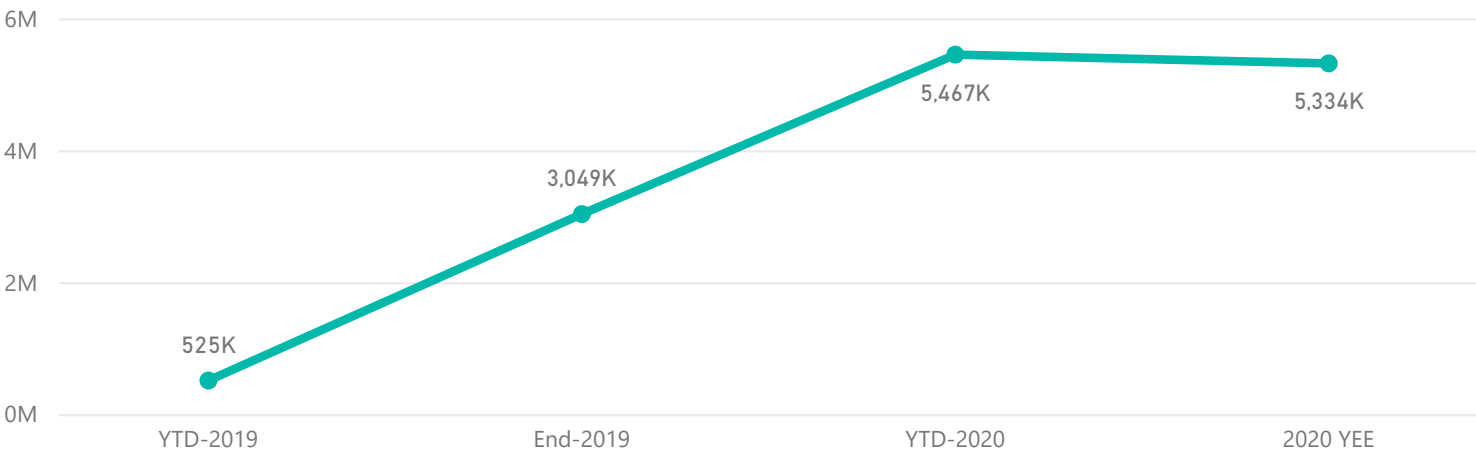
Category 2020 Executed (YTD) 2020 Committed (YTD)

Commentary.

- YE forecast Net Financial Assets is \$5.3M, as of April 30, 2020.

Statement of Financial Position with YEE, as of Apr 30, 2020

Net Financial Assets/(Liabilities)



### Commentary

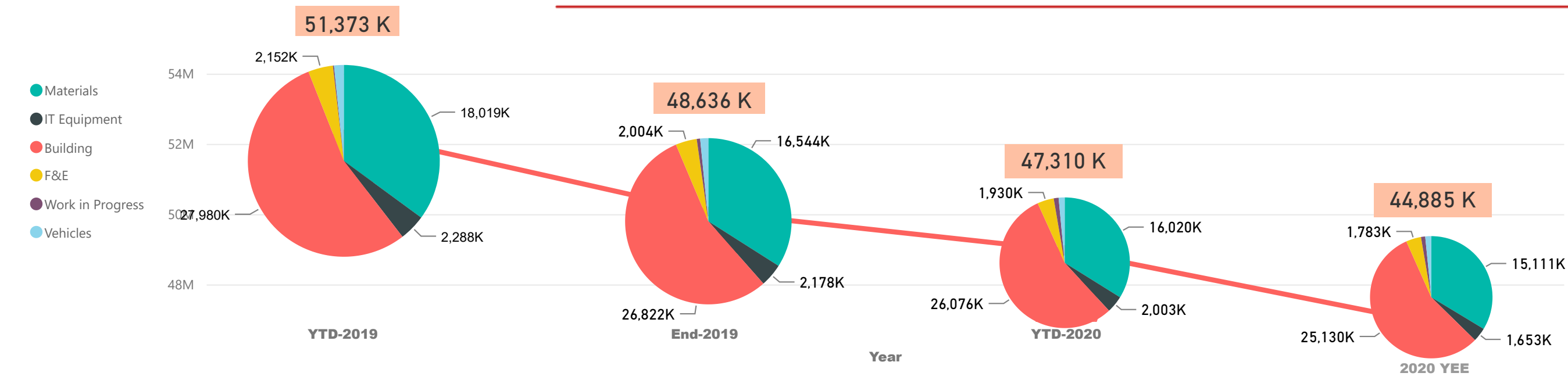
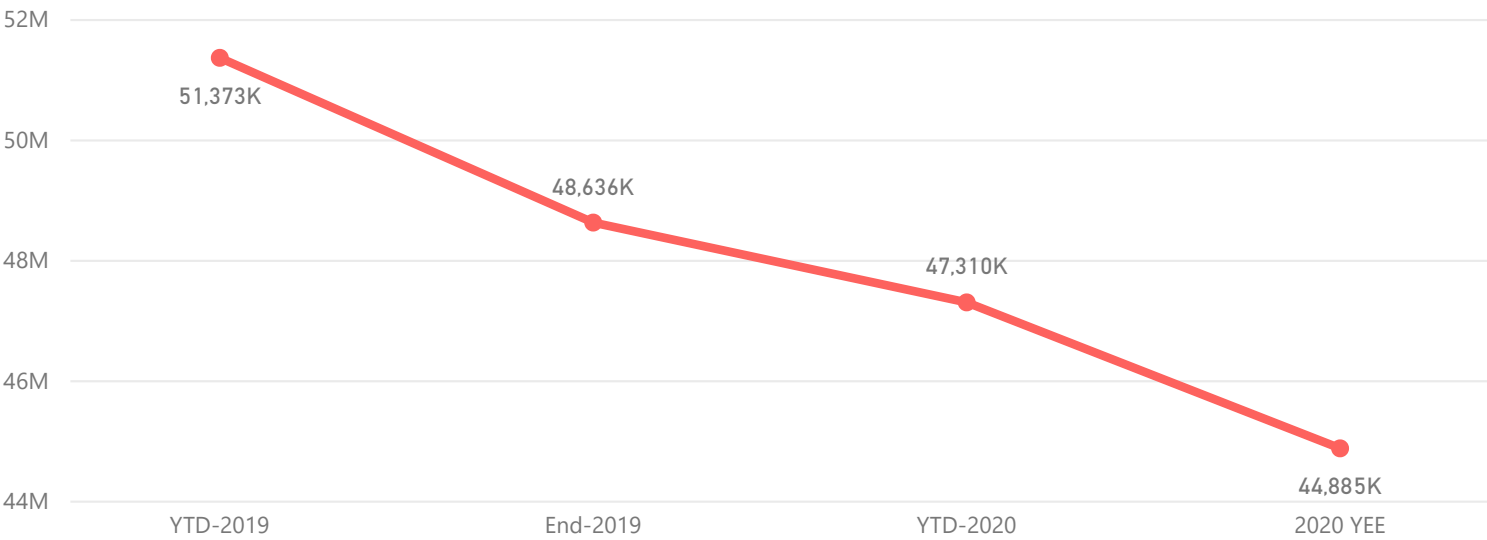
- Tangible Capital Assets decreased due to higher amortization (\$6.4M) than the new additions (\$2.7M).

### Actions

- 2020 Planned Additions:
- Books: \$1,869K
  - Buildings: \$500K
  - WIP: \$178K
  - Vehicles: \$130K

## Statement of Financial Position with YEE, as of Apr 30, 2020

### Tangible Capital Assets



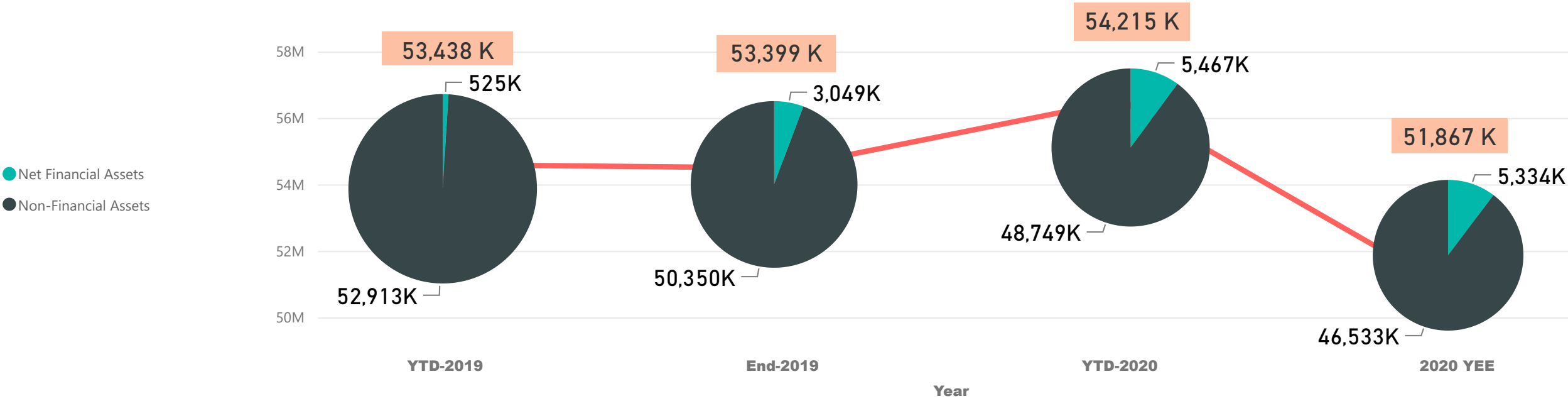


Commentary.

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

Statement of Financial Position with YEE, as of Apr 30, 2020

Accumulated Surplus



**THE CALGARY PUBLIC LIBRARY BOARD**  
**Statement of Financial Position**  
**As at**

	30-Apr-20	30-Apr-19	31-Dec-19
<b>FINANCIAL ASSETS</b>			
Cash	13,941,094	12,251,458	6,432,090
Accounts receivable	3,207,288	3,392,452	672,761
	17,148,382	15,643,910	7,104,851
<b>LIABILITIES</b>			
Accounts payable and accrued liabilities	2,658,422	4,402,280	3,363,039
Deferred revenues	9,023,448	10,716,261	692,439
	11,681,870	15,118,541	4,055,477
<b>NET FINANCIAL ASSETS (LIABILITIES)</b>	5,466,512	525,369	3,049,374
<b>NON-FINANANCIAL ASSETS</b>			
Tangible capital assets	47,310,188	51,372,782	48,636,017
Inventory	81,358	55,424	92,913
Prepaid assets	1,357,084	1,480,466	1,620,697
Deposits	0	4,412	0
	48,748,630	52,913,083	50,349,627
<b>ACCUMULATED SURPLUS</b>	54,215,142	53,438,453	53,399,000

THE CALGARY PUBLIC LIBRARY BOARD  
Statement of Financial Activities and Accumulated Surplus  
For the Period Ended April 30, 2020

	Current	Budget	Budget	Total	Total	Forecast Increase/	Difference:	
	YTD	YTD	Variance				Total Forecast	Forecast
	\$	\$	YTD	BUDGET	Forecast	(Decrease) vs	vs.	Comments
			\$	\$	\$	Total Budget \$	Current YTD	(Favorable: F / Unfavorable: U)
							\$	
REVENUES								
5 City of Calgary	17,608,957	17,769,240	(160,283)	53,307,720	53,314,104	6,384	(35,705,147)	F- City insurance claims
9 Province of Alberta	2,558,430	2,585,357	(26,927)	7,165,208	7,187,538	22,330	(4,629,108)	F- Heritage grant for Memorial Park Library
10 Federal Government	32,619	34,542	(1,923)	34,542	34,542	-	(1,923)	
13 Fines	220,591	367,002	(146,411)	1,030,603	258,177	(772,426)	(37,587)	U- Fine-free library
14 Rent revenue	57,140	77,270	(20,130)	238,310	177,920	(60,390)	(120,780)	U- Luke's and InceptionU rent April - June, 2020 during library closure
19 Interest and other revenue	274,287	249,712	24,575	749,136	707,055	(42,081)	(432,768)	U- \$67K decrease: printing & Performance Hall rental revenues loss during library closure; \$25K increase from Genesis Centre common reserve investment revenue
22 Grants and sponsorships						-		
Grants and sponsorships - restricted	605,973	485,574	120,399	1,456,721	1,460,721	4,000	(854,748)	F- RFF#2020-001, 002
Grants and sponsorships - unrestricted	100,000	100,000	-	300,000	300,000	-	(200,000)	
	705,973	585,574	120,399	1,756,721	1,760,721	4,000	(1,054,748)	
23 Total revenues	21,457,997	21,668,696	(210,699)	64,282,240	63,440,057	(842,183)	(41,982,060)	
EXPENSES								
29 Salaries and employee benefits	11,378,385	13,050,816	1,672,431	40,560,659	36,261,431	(4,299,228)	24,883,046	F- \$3,604K estimated savings on salaies due to COVID-19 library closure operational impact. \$441K favourable variance until March month end; \$254K estimated savings on CPP & EI contributions
32 Collections	2,793,233	2,703,109	(90,124)	6,054,646	6,478,646	424,000	3,685,413	U- 70K increased spending for Indigenous materials due to reallocation of deferred Provincial Indigenous grants from 2019; \$300K increased spending approved by ELT for e-resources in respond to COVID-19; \$54K accrual basis adjustment for books capitalized, net impact nil to bottom line
48 General operating	2,287,940	3,015,489	727,549	9,124,698	9,110,309	(14,389)	6,822,369	F- Decreased expenses due to reallocation of deferred Provincial Indigenous grant and savings on operational expenses during library closure, including security, photocopier usage, and courier charges
54 Building and equipment	1,785,327	1,833,099	47,772	5,194,486	4,950,972	(243,514)	3,165,645	F- \$361K Savings on building and equipment expenses during library closure, including utilities and cleaning contract costs; \$118K increased due to reallocation of deferred Provincial Indigenous grant
73 Occupancy Costs	542,802	552,140	9,339	1,697,260	1,697,260	-	1,154,459	
74 Amortization	2,157,036	2,157,854	818	6,473,561	6,473,561	-	4,316,525	
75 Total expenses	20,944,723	23,312,506	2,367,785	69,105,310	64,972,179	(4,133,130)	44,027,456	
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	513,275	(1,643,810)	2,157,085	(4,823,070)	(1,532,121)	(3,290,948)	(2,045,396)	
Transfer from life cycle to operating	153,772	153,772	-	-	153,772	153,772	-	
Transfer from unrestricted reserve	3,200,997	3,200,997	-	500,000	3,200,997		-	
Transfer to asset management life cycle	-	-	-	(225,000)	(225,000)		(225,000)	
Transfer to books capital	(577,162)	(573,160)	(4,002)	(1,923,000)	(1,869,000)	(54,000)	(1,291,838)	
Add back amortization	2,157,036	2,157,854	(818)	6,473,561	6,473,561	-	4,316,525	
EXCESS BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	5,447,918	3,295,653	2,152,264	2,491	6,202,209		(754,291)	
Government transfers for capital	302,867	-	302,867	-	-	-	(302,867)	
Amortization	(2,157,036)	(2,157,854)	818	(6,473,561)	(6,473,561)		(4,316,525)	
Purchase of books capital	577,162	573,160	4,002	1,923,000	1,869,000		1,291,838	
Add back transfer to asset management life cycle	-	-	-	225,000	225,000		225,000	
Less transfer from life cycle to operating	(153,772)	-	(153,772)	-	(153,772)	(153,772)	-	
Add back transfer from operating to life cycle	-	-	-	-	-		-	
Less transfer from unrestricted reserve	(3,200,997)	(3,200,997)	-	(500,000)	(3,200,997)		-	
Write off of tangible capital assets	-	-	-	-	-		-	
Change in Accumulated Surplus	816,142	(1,490,038)	2,306,179	(4,823,070)	(1,532,121)	(3,191,176)	(3,856,845)	
Accumulated Surplus, beginning of year	53,399,000	53,399,000	-	53,399,000	53,399,000		(715,979)	
Accumulated Surplus, end of year	54,215,142	51,908,962	2,306,179	48,575,930	51,866,879			

**Lifecycle Funding and  
Spending Profile  
As at April 30, 2020**

Projects Description	2020 Planned	2020 Forecast (YEE)	2020 Executed (YTD)	2020 Committed (YTD)	2020 Total (YTD)
<b>Funding Source</b>	<b>('000)</b>				
Carry Forward Funds	1,337	1,337	-	-	-
Library Unrestricted Reserve	1,112	1,112			0
Asset Management	225	225			0
Current Year Funds	3,399	3,399	450	824	1,274
City Lifecycle	3,174	3,174	450	824	1,274
Asset Management from Library Operating budget	225	225			0
Growth Project Funds	-	303	-	-	-
Seton	0	303			0
<b>Total Funding Available</b>	<b>4,736</b>	<b>5,039</b>	<b>450</b>	<b>824</b>	<b>1,274</b>
<b>Spending Profile</b>					
Carry Forward Projects					
<b>2019 Carry Forward Projects</b>	<b>590</b>	<b>590</b>	<b>229</b>	<b>354</b>	<b>583</b>
Memorial Park- Elevator	20	20		19	19
Memorial Park- Washroom	480	480	150	325	475
Fish Creek- Elevator	90	90	79	10	89
New Projects					
<b>Building - Lifecycle</b>	<b>565</b>	<b>565</b>	<b>25</b>	<b>228</b>	<b>253</b>
Fish Creek -Reading Room	60	60	24	15	39
Louise Riley	225	225	1	197	198
Judith Umbach	30	30			0
Country Hills	250	250		16	16
<b>Small Projects</b>	<b>400</b>	<b>400</b>	<b>128</b>	<b>5</b>	<b>133</b>
<b>Sub-Total Building Lifecycle</b>	<b>1,555</b>	<b>1,555</b>	<b>382</b>	<b>587</b>	<b>969</b>
<b>Vehicles - Lifecycle</b>	<b>130</b>	<b>130</b>	<b>-</b>	<b>111</b>	<b>111</b>
<b>Technology</b>	<b>750</b>	<b>750</b>	<b>68</b>	<b>126</b>	<b>194</b>
<b>Asset Management</b>	<b>225</b>	<b>225</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Spending Profile</b>	<b>2,660</b>	<b>2,660</b>	<b>450</b>	<b>824</b>	<b>1,274</b>
<b>Net</b>	<b>2,076</b>	<b>2,379</b>			<b>3,765</b>
<b>Contingency</b>	<b>739</b>	<b>739</b>			<b>739</b>
<b>Total Funds Available</b>	<b>1,337</b>	<b>1,640</b>			<b>3,026</b>

Report to the  
Calgary Public Library Board  
Audit and Finance Committee  
May 19, 2020  
**2020 Lifecycle and Capital Workplan Presentation**

**I. PURPOSE**

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

**II. BACKGROUND and PREVIOUS DIRECTION**

Annually the Calgary Public Library prepares a lifecycle and capital 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 an Audit and Finance Committee the review is performed by the committee and a recommendation is presented to the Board by the committee.

Lifecycle funding and the workplan for 2020 are included in Attachment 1. The main source of funding will be from the City's life cycle fund.

**III. 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 Calgary Public Library is presenting a 2020 lifecycle and capital workplan as summarized in Attachment 1.

**VI. RECOMMENDATION**

That the Calgary Public Library Board's Audit and Finance Committee recommend that the Calgary Public Library Board approve the 2020 Lifecycle and Capital Workplan as presented in Attachment 1.

Chae Jun, CPA CGA MBA  
Controller

**ATTACHMENTS**

1. 2020 Funded Lifecycle and Capital Workplan

	Year 2020
Funding Source	('000)
Carry Forward Funds	
Library fund opening balance	1,112
Asset Management	225
Sub Total	1,337
Current Year Funds	
Asset Mgmt. from Library operating budget	225
City Lifecycle	3,174
Sub Total	3,399
Growth Project Funds	
City growth - Seton Collections	303
Sub Total	303
<b>Total Funding Available</b>	<b>5,039</b>
<b>Spending Profile</b>	
Projects	
Building	1,555
Vehicles	130
Information Technology	750
Contingency	739
Asset Management	225
<b>Total Spending Profile</b>	<b>3,399</b>
<b>Net Funds Available</b>	<b>1,640</b>

## Calgary Public Library Foundation Update

May 21, 2020

### Highlights

- On May 13, the Foundation hosted a virtual Town Hall with Tracy Johnson and Mark Asberg to announce the Calgary Public Library going Fine Free. The event had over 400 donors register.
- We launched the Resiliency Fund ([libraryfoundation.ca](http://libraryfoundation.ca)) to remove more barriers, spark more innovation and build a more resilient community at the Library. Donations made before May 31 will be doubled thanks to a group of generous donors.
- We released a new Library Store product – a hat – available for sale through our generous partner, Local Laundry. LibraryStore.ca remains closed at this time.
- On May 19, we hosted our AGM via teleconference. We also released our 2019 Annual Report available at [libraryfoundation.ca](http://libraryfoundation.ca).
- Since the Library locations closed due to COVID-19, the Foundation has received a number of notes of support from donors including:

I always have library fines - I called them convenience fees. I probably would have spent \$50 on fines this year - so here you go! Keep doing what you're doing! I love the library, I love what it does for our city and community and I miss it so much!

I miss the library so much. I will do the happy dance when you reopen. Great deal with the fines being forgiven forever. Paying it forward for everyone.

I Would like to pay my library fine of .75 and add a little extra. I Miss you.

Thank you thank you thank you...the digital library has saved me during this event!

When I was a kid living in Calgary 20ish years ago (I'm back living here again now), we were dirt poor, but I had no idea. Every week I had brand new books to read, and I got to keep them for a whole week. When it was too rainy for the playground, we stayed in the library for hours instead. I can't explain just how much the CPL means to me. Thank you for everything.

Stay strong during this challenging time!

You are one of our city's most important and beloved institutions. Thanks for connecting us with a sense of community and knowledge even though it can't be in person temporarily.

Thank you for all the work you do to make every single person feel welcome and inspired.

We are so proud of the CPL system. Our young boys love the library and visit often. You have been here for us and we will be there for you.

Thank you. Reading is a perfect way to spend time at home and protect ourselves and others.

Thank you for your continued service. The library is one of the most used and important city services in our life.