



CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, March 31, 2021
Online via Microsoft Teams

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Andrew Rodych, Committee Chair *Approval*

X. Calgary Public Library Foundation Update

Avnish Mehta & Sandy Gill, CPL Board Representatives

Verbal

- A. Calgary Public Library Foundation Update 97
Tracy Johnson, CEO Calgary Public Library Foundation *Information*

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Treaty 7 Virtual Opening

To begin our meeting today, we acknowledge Moh'kinsstis, the lands where the Elbow and Bow Rivers meet. In the spirit of Truth and Reconciliation, we recognize the ancestral territories, cultures, and oral practices of the Blackfoot people, the Iyârhe Nakoda Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region 3. Calgary Public Library serves the community on this traditional land and we honor all people who share, celebrate, and steward the Treaty 7 territory of Southern Alberta. This Land Acknowledgement reminds us of the histories that precede us, highlights our responsibilities going forward, and helps bring us together on a shared journey of Truth and Reconciliation.

Pronunciation Guide

Hello: Oki - Oo-key (Blackfoot hello)

Âba wathtech - Om-bah-wah-stitch (Stoney hello)

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

Blackfoot Confederacy nations:

Siksikaistitapi - Six-ih-gay-tss-ih-taa-bee

Siksika - Six-ih-gah

Piikani - Be-gun-nee

Kainai - Gay-nah

Treaty 7 Nations:

Tsuut'ina - Suu-tin-Ah

Îyâñé Nakoda – Ay-a-hay Nuh-koh-duh

Mohkinstiss (Moh-gin-tsss-iss) meaning Elbow and refers to when the two rivers meet and what we refer to today as Calgary.

Operational Report March 2021

Government Relations

On February 25, the Government of Alberta tabled its budget. Provincial public library operating grants were kept stable, and libraries across the province are eligible to receive the same amounts in 2021 – 2022 that were received in 2020 –2021. Calgary Public Library is very grateful for this recognition of the critical role that libraries play in Alberta. For context, the provincial grant accounts for approximately \$7 million of the Library's annual operating budget.

On January 29, Premier Kenney announced the *Path Forward* relaunch plan to ease public health restrictions put in place in December. Public libraries were included in Step 3 of this plan, keeping in mind that there would be at least three weeks in between each step and that each step is contingent on certain benchmarks in hospitalizations. Within the Library community, it was widely felt that libraries were placed too late in the plan; even as retail has remained open and restaurants and fitness facilities were reopening in limited ways, the doors to physical library locations across the province were still closed.

As a result of advocacy work in partnership with Edmonton Public Library, the willingness of Health Minister Shandro to hear the perspective and suggestions of libraries across Alberta, and libraries' track record of demonstrating how they can open locations and safely provide critical public support, the Premier announced a change to the *Path Forward* on March 1. Public libraries were to be included in Step 2 of the *Path Forward* relaunch plan, allowing libraries to open at 15% of fire code capacity, with all other public health orders remaining in place, including those related to face coverings, social distancing, and the handling of materials. As a result, the Library reopened physical facilities to the public on Wednesday, March 10 at reduced hours, before returning to regular service hours on Monday, March 15. To support these operations, all temporarily laid-off staff were recalled by March 14.

Libraries have been also working with the Government of Alberta to revisit the guidelines that recommend multi-day quarantining of books when returned to the Library. The logistics of quarantining hundreds of thousands of books at a time are substantial and negatively impact service. At the same time, evidence has been building that there is an exaggerated risk of virus transmission by physical materials like books.¹ Some jurisdictions have reduced or eliminated quarantining, for instance in British Columbia where the Centre for Disease Control has issued new guidelines that do "not require libraries to quarantine...loaned items".²

Alberta's Public Libraries Services Branch helped support these conversations, including at a Town Hall for libraries with government officials on March 9. As a result of these discussions, the requirements for quarantining library books have been reduced from 72 hours to 24 hours.

The federal government's Fall Economic Statement 2020 included an announcement of cuts to funding for accessible book production for those with print disabilities. The current annual funding of \$4 million (\$3 million annually to The Centre for Equitable Library Access (CELA) and

¹ Goldman, Emanuel. (2020). Exaggerated Risk of Transmission of COVID-19 by Fomites. *The Lancet*, Vol. 20(8), 892-893. [https://www.thelancet.com/journals/laninf/article/PIIS1473-3099\(20\)30561-2/fulltext#articleInformation](https://www.thelancet.com/journals/laninf/article/PIIS1473-3099(20)30561-2/fulltext#articleInformation)

² British Columbia Centre for Disease Control. (2020). *Libraries*. <http://www.bccdc.ca/health-info/diseases-conditions/covid-19/community-settings/libraries#Information--for--Operators>

\$1 million annually to The National Network for Equitable Library Service (NNELS)) was to be reduced by \$1 million annually beginning in 2021, before ending entirely in 2024-2025. These cuts would have had an immediate impact on CELA and NNELS' ability to produce and distribute accessible content.

NNELS and CELA actively engaged with the federal government to advocate for the restoration of funding. On March 16, libraries across the country were relieved to learn that \$1 million in funding this coming fiscal year would be put back in place. No commitment to the period beyond that has been announced. National advocacy efforts, including motions by individual Library Boards communicating the importance of the work of CELA and NNELS, continue to help make the case for sustained investment in the promotion of equitable access to books for those with print disabilities.

Operational Highlights

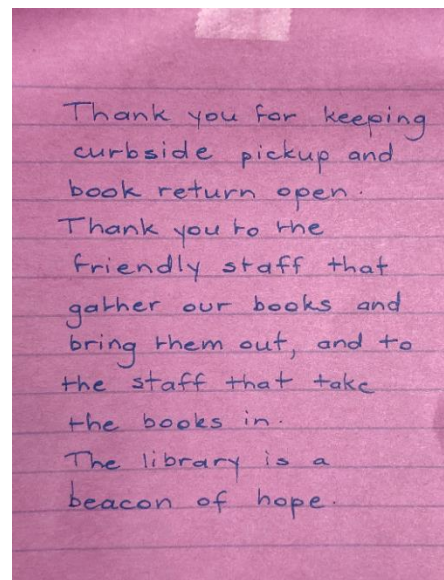
Service Delivery

All locations have been reopened to public access since March 10. The team did an exceptional job putting in place all the necessary operational refinements and processes to open safely, less than 10 days after the announcement that libraries were permitted to reopen as part of Step 2 of the province's relaunch plan. Building on the experiences of 2020 and upon close examination of the current public health restrictions in place across the province, locations opened with many guidelines and restrictions that were familiar to staff and visitors, but some new protocols as well.

- Masks are required inside all locations in accordance with the Temporary Face Coverings Bylaw
- Eating and drinking is not permitted for visitors inside all locations
- Reduced capacity for all locations to under 15% (excluding on-site staff)
- No on-site programs, events, or room bookings
- No on-site gatherings
- Play area activity tables and high-touch elements will remain closed
- Visitors are encouraged to limit their visit to under one hour
- Curbside holds service will continue at most locations, but curbside printing will be reduced to only four locations as of March 10



The Library's ability to maximize services throughout the pandemic, has generated noticeable goodwill from the community. Since the closure of Library facilities to the public on December 13, the team helped patrons with over 187,000 curbside holds pickups and over 12,000 curbside print job pickups. Over 200 computers have been lent to patrons through the *Borrow a Computer* service launched in January. Through the new Build a Book Bag service, 12,166 custom book bags have been created and picked up by members since September. The following note delivered by hand to one of our locations is a typical example of the positive reaction of community members to the Library's robust pandemic service delivery:



Programming

The Library's strong virtual programming output continues unabated. At any point in time over the last three months, there have been approximately 175 programs listed on the website. The last snapshot shows that 40 of these were programs never offered before. Notable examples of successful programs include a partnership with Alberta Health Services (AHS) resulting in a *Healthy Living* series; these sessions are so popular they fill up with minimal promotion. Other new programs introduced in March include *Mutigenerational Living*, *Earth and Beyond*, and *Indigenous Scientists*.

The team is monitoring program uptake carefully, for instance tracking waitlisted programs and programs with less than 50% registration. Using this data leads to informed programming and partnership decisions going forward. For example, while the volume of programs being offered has recently increased to well over 200 programs advertised simultaneously at calgarylibrary.ca, the percentage of programs with lower than desired registration has decreased.

Other recent key achievements in programming include the implementation of The *Elders' Guidance Circle* online and the creation of virtual learning experiences for teachers during Calgary's annual Teachers Convention.

- Since January, Elders have participated in 13 online sessions with both individuals and school classes discussing a range of topics, including an Elder's role during the pandemic and how communities can remain resilient during the pandemic.
- Over 200 teachers participated in a virtual Locked Library event at Teachers Convention in February, and 400 attended virtual sessions delivered by Library staff. Presentations included *Represent: How to get Diverse Books to Young Readers*, *The Right eBook at the Right Reading Level at the Right Time* and *Bring Local History Alive: Engaging Students with Digital Resources from Calgary Story*.

On February 8, the Library made its annual Freedom to Read Week presentation to the Mayor and City Council. This year, the Library presented the book *Tabitha and Magoo Dress Up Too* by Michelle Tea. This book shows children the magic of dress up, self-expression, and the power of our imagination and has been featured in the popular *Reading with Royalty*, a program proudly presented in partnership with Calgary Pride and Calgary Queer Arts society and supported by ATB Financial.

As Freedom to Read Week underscores the fundamental importance of fostering empathy by reading and listening to other experiences and perspectives, it was very timely to welcome Irshad Manji to the Library to offer a unique program series with both community and internal workplace culture impacts. In partnership with Edmonton Public Library, the Library offered a public program and two staff sessions with the founder of *The Moral Courage College* and bestselling author of *Don't Label Me*. Manji's thought-provoking sessions encouraged participants to approach the world with the values of inclusion and curiosity, rather than judgement and exclusion, and to make informed and independent choices, especially in the face of enmity and fear.

The Library is pleased to announce three new artists in residence.

- Calgary musician, Matt Blais, was selected for a songwriter residency to run from March 14 – May 21. It will include a full schedule of music workshops, performances, and virtual one-on-one consultations.
- Alberta Rose Williams, Ingniq is the Library's 2021 Indigenous Artist in Residence. She creates works that reflect her mixed settler/Inuvialuit heritage, utilizing found or repurposed materials.
- C.W. Gross is our 2021 Historian in Residence. With over 20 years' experience, Cory's primary field is the geology of Western Canada. In his new role, he is eager to explore the underlying prehistory that formed the groundwork for our province.

2021 Strategic Initiatives

The Library continues to look ahead into 2021 to map out priorities to advance the Library's strategic direction. As reported recently to the Strategy and Community Committee, the Library took a more design-informed approach to identifying annual strategic initiatives this year, including the engagement of staff in the process and the creation of How might we... statements (HMW) that are forming the basis for innovation and iteration in the field of discovery and action described by each statement. To advance the work without creating a bottleneck of too many ideas moving forward at once, the Library has prioritized the HMW statements: Priority 1 statements being explored in February and Priority 2 statements scheduled for Q3.

In addition to 2020 strategic initiatives that the Library will continue to advance in 2021, work on six Priority 1 HMW statements has yielded the following new projects for the year. These projects have been chosen for their potential impact and scalability and careful attention has been paid to their feasibility in an already busy year.

| Strategic Pillar | How might we... | Confirmed Projects |
|------------------|--|--|
| Inclusion | ...support seniors in their lifelong learning, and enrich their quality of life, to mitigate social isolation? | Enhanced and Expanded Tech Supports: to reduce barriers and increase capacity for seniors seeking to connect virtually |
| Reconciliation | ...provide more opportunities for patrons to learn about the true histories of the lands and people of Treaty 7 to increase understanding? | Indigenous Programming for Newcomer audiences: to support newcomers in learning about Indigenous history, culture and language within Treaty 7 |

| | | |
|----------------|--|--|
| Connection | ...empower community members to fully understand and participate in the democratic process to promote civic engagement? | Support public engagement in municipal election: to support Calgarians in feeling connected in the upcoming municipal election |
| Early Literacy | ...reduce barriers for the most vulnerable communities to participate in our early literacy offerings? | Wellness Desk re-launch and expansion: to focus expansion on supporting children and families |
| Learning | ...build system-wide support for kids and teens during critical out of school hours to create a welcoming space where they can engage with peers and learn academic and social skills? | Re-Ignite <i>Library Services for Teens</i> professional learning: to build staff capacity in working with teens |
| | | <i>We Recommend</i> books for youth by youth: to re-engage teen volunteers through peer-to-peer readers advisory |
| Empowerment | ...remove barriers to digital equity so that people have both the access and skills to fully participate in digital life? | Establish Task Force for Digital Equity: to evaluate community need and identify strategies for how the library can help |

Enhancing IT Infrastructure

Virtual programming, assets, and infrastructure are integral parts of the Library's new reality and future. With respect to building structural capacity to meet emerging and increasing demands, the Library continues a multi-year project of service and application modernization, particularly by moving to an increasingly serverless computing environment. This process has allowed the organization to transition support resources from a focus on operating systems and application maintenance to a focus on supporting member directed services, while simultaneously making services more scalable, allowing the library to be more responsive to changing demands.

The Library's Information Technology department has been simultaneously keeping a close eye on cybersecurity priorities, to ensure that the Library's networks and software solutions appropriately and effectively mitigate risk in an increasingly complex environment. With respect to security, the Library has recently added additional layers of protection, including the introduction of an End-Point Detection and Remediation System (EDR) that uses artificial intelligence (AI) to ensure the Library has the tools it needs to address emerging cybersecurity threats. Updates and enhancements to existing protection layers have always been implemented to account for new risks and protect sensitive data for both on-premises and cloud-based applications.

Staff Support and Engagement

It is important to recognize the incredible achievements and hard work of the nearly 800 Library employees over the last year — and significantly in the last month — as we worked to reopen locations quickly, while welcoming back those who were impacted by the temporary layoff.

The Library continues to invest in professional learning, with Four Seasons of Reconciliation cultural awareness training now being rolled out widely and new training regarding Crucial Conversations being offered to all managers to instill the value of supportive and constructive work relationships.

The Library continues to closely monitor health and safety measures and provide support where needed for staff experiencing personal challenges related to the pandemic.

To commemorate the reopening of locations and to thank all employees for their work, Library leadership sent flowers to all locations and work areas on behalf of the Executive Leadership Team and Board. This token of appreciation was well-received.



Approved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, February 10, 2021
5:30 pm

In Attendance:

Board

Sandy Gill (Chair)
Haritha Devulapally
Crystal Manyfingers
Shereen Samuels

Administration

Mark Asberg, *CEO*
Heather Robertson, *Director, Service Design*

Regrets:

Avnish Mehta
Jocelyn Phu

I. Treaty 7 Opening

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

II. Review of Agenda

MOVED by Haritha Devulapally that the agenda be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Haritha Devulapally that the minutes of the January 6, 2021 Governance Committee meeting be approved as presented.

Carried unanimously

IV. Business Arising from Minutes

None.

Carried unanimously

V. Bylaws, Policies and Processes: Strategic Alignment Review

A. Board Bylaws

Mark Asberg proposed for the committee's consideration that the Calgary Public Library Board Bylaws be amended to allow committee chairs to be appointed at the Organizational Meeting rather than strictly at the first committee meeting following the Organizational Meeting as outlined in subsection 5.1 (d). At the committee's request, Asberg will draft language for the bylaw revision to be included in the agenda package for the March 3, 2021 Governance committee meeting.

| Task | Responsible | Deadline |
|---|-------------|-------------------|
| Provide proposed bylaw revision language for the committee to recommend to the Board. | Mark Asberg | February 24, 2021 |

B. Board Policies

The committee agreed that no changes are needed to the existing policies at this time, as they were all reviewed in detail by the 2019-2020 Governance committee.

In advance of the meeting, the committee was provided sample diversity, inclusion and equity policies and position statements from institutions sharing similar scale and responsibilities with the Calgary Public Library.

The committee determined that the tone for this new document should be set at the board level and asked that Library administration assist in identifying a professional facilitator to help the Board and Governance committee define their objectives for the new policy addressing diversity, inclusion, and equity. The committee agreed that this guided conversation would likely need to happen in a separate meeting of the board.

| Task | Responsible | Deadline |
|---|--------------------------------------|---------------|
| Provide suggestions for facilitators, process, and other considerations at the next Governance committee meeting to generate a recommendation to the Board. | Committee Members; Administration | March 3, 2021 |
| Send the sample policies provided at this meeting to the Board for contemplation before the facilitated session. | Administration | TBD |

VI. Board Relations

A. 2020-2021 Board Orientation Review

The committee discussed the role of the Board and Community Library Connections or “Branch Buddies” and how the program could be communicated or structured differently to ensure it adds value for both Board members and Library staff. Before public health regulations restricted Board access to Library spaces, committee meetings were sometimes held in Library branches and allowed new committee members to learn more about the system while performing their committee work.

While the program falls within the mandate of the Strategy & Community committee, overall Board recruitment, orientation and retention fall within the mandate of Governance committee. The committee agreed to raise this for discussion during the Governance committee update at the next Board meeting.

| Task | Responsible | Deadline |
|---|--------------------------------|------------|
| Raise the topic of the Branch Buddy program for a general discussion about its value and structure as well as its effectiveness as a new Board member orientation tool. | Sandy Gill, Committee Chair | March 2021 |

B. Next Steps: Board Social Opportunities

The committee discussed whether Board social opportunities fall within the mandate of Governance, Strategy & Community, or a new ad hoc committee in the context of a pandemic-era appetite for additional connection between members. The committee agreed to raise this question for discussion at the next Board meeting.

| Task | Responsible | Deadline |
|---|--------------------------------|------------|
| Seek input from the Board regarding the jurisdiction of the additional social planning needed for the duration of the pandemic. | Sandy Gill, Committee Chair | March 2021 |

VII. 2020-2021 Workplan Review

The committee asked that the creation of the ad hoc CEO Recruitment committee be added to the workplan for the record.

The committee discussed the historical context of the Board’s current structure and organizational meeting and agreed that the topic of succession planning should be raised with the Board Chair for discussion during the in-camera portion of the Board Retreat or an upcoming meeting of the Board.

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

| | | |
|---|--------------------------------|------------|
| Add the creation of the ad hoc CEO Recruitment committee to the 2021 Workplan retroactively for February. | Administration | March 2021 |
| Bring forward to Avnish Mehta the topic of Board succession planning as an in-camera item for the Board Retreat or a Board meeting. | Sandy Gill, Committee Chair | March 2021 |

VIII. Ad Hoc CEO Recruitment Committee

The committee finalized their recommendation to the Board regarding the creation and composition of an ad hoc CEO Recruitment Committee. The committee recommends that Board Chair Avnish Mehta send an Urgent Motion to the Board via electronic mail as laid out in section 4.10 of the Calgary Public Library Board Bylaw. The Board Chair will move “that the Board approve the creation of an ad hoc CEO Recruitment Committee composed of the Board Chair, Board Vice-Chair, Governance Committee Chair, one other Board Member, and one City Council member currently serving on the Library Board, as recommended by the Governance Committee.” After receiving the number of approval votes required to pass the motion, Administration will assist the new committee in coordinating their first meeting.

MOVED by Crystal Manyfingers that the creation of an ad hoc CEO Recruitment Committee composed of the Board Chair, Board Vice-Chair, Governance Committee Chair, one other Board Member, and one City Council member currently serving on the Library Board be approved by the Board in an Urgent Motion.

Carried unanimously

| Task | Responsible | Deadline |
|---|---|-------------------|
| Coordinate to distribute and collect votes for the Urgent Motion to create an ad hoc CEO Recruitment Committee. | Avnish Mehta, Board Chair; Administration | February 12, 2021 |

IX. Other business

None.

X. Adjournment

MOVED by Crystal Manyfingers that the meeting be adjourned at 7:08 pm.

Transcribed by Amanda Robertson

Sandy Gill
Chair

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, March 3, 2021
5:30 pm

In Attendance:

Board

Sandy Gill (Chair)
Haritha Devulapally
Crystal Manyfingers
Jocelyn Phu

Administration

Mark Asberg, *CEO*
Heather Robertson, *Director, Service Design*

Regrets:

Avnish Mehta
Shereen Samuels

I. Treaty 7 Opening

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

II. Review of Agenda

MOVED by Haritha Devulapally that the agenda be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Haritha Devulapally that the minutes of the February 10, 2021 Governance Committee meeting be approved as presented.

Carried unanimously

IV. Business Arising from Minutes

None.

Carried unanimously

V. Board Recruitment

The committee addressed previous discussions regarding possible structures for a formal succession planning or mentorship framework within the Board to ensure appropriate knowledge transfer from departing Board members, former Chairs and former Vice-chairs. The committee agreed to raise the topic at an upcoming in-camera session with the entire Board to assess the group's needs before identifying possible solutions, some of which may require formal changes to the Board bylaw.

| Task | Responsible | Deadline |
|--|--------------------------------|------------|
| Raise the topic of formal succession planning and knowledge transfer while in camera with the Board. | Sandy Gill, Committee Chair | March 2021 |

VI. Bylaws, Policies & Processes

A. Bylaw Change Confirmation

Administration proposed revised wording for two subsections of the Board bylaw in order to allow the possibility for standing committee chairs to be elected at either the Organizational meeting or at the first meeting of each committee.

Subsection 1.1 (c) was revised to read:

In addition, the business of each Organizational Meeting may include the election of chairs for Board Committees. All Board members in attendance may vote in these elections.

Subsection 5.1 (d) was revised to read:

If Board Committee Chairs were not elected at the Organizational Meeting, they shall be selected at the first meeting of each standing Board Committee following the most recent Organizational Meeting...

MOVED by Haritha Devulapally that the proposed revisions to the Calgary Public Library Board Bylaw be recommended to the Calgary Public Library Board for approval.

Carried unanimously

B. Team Charter

The committee was presented with a draft Team Charter developed in 2020 by the Governance Committee at that time. The committee decided that because of potential overlap with the Diversity & Inclusion policy to be drafted later this year and with discussions to be held at the Board Retreat on March 13, 2021, further work on the Team Charter will be postponed until the next meeting of the Governance committee in April. The committee clarified that the Team Charter entry in the workplan will be noted as continuing rather than being completed in April in order to provide sufficient time and consideration to the topic.

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

| | | |
|---|-----------|------------|
| Revisit this discussion topic with additional context provided from the March 13, 2021 Board Retreat. | Committee | April 2021 |
|---|-----------|------------|

C. Diversity & Inclusion Policy Process

Heather Robertson proposed a four-step policy-writing process along with several options for discussion facilitators as recommended by the Library's Human Resources department and other external stakeholders. The committee agreed that the process would proceed with pre-assessment considerations, a facilitated discussion to gain a shared understanding, a policy development stage owned by a subset of the Governance committee, and a final approval phase before the new policy is communicated through appropriate channels.

In light of impending committee work on the topic of succession planning for the Board, it was decided that work on the Diversity and Inclusion policy would be postponed until later in the Board year. The committee asked Administration to continue pursuing discussions with Human Resources regarding a facilitator booking for September 2021. Before the facilitated conversation, the committee will determine the desired outcomes of the discussion as well as other pre-work needed to assist the Board in preparing for the session.

| Task | Responsible | Deadline |
|---|----------------|----------------|
| Determine and approve the date(s), facilitator, desired outcomes and pre-work necessary to complete the facilitated Board discussion. | Committee | June 2021 |
| Finalize the date(s) and facilitator for one to two facilitated discussions for the Board to establish shared understandings related to the Diversity & Inclusion Policy. | Administration | September 2021 |

VII. 2020-2021 Workplan Review

The committee asked that the workplan be updated to reflect the changes that had been discussed in relation to the Diversity & Inclusion Policy and the Team Charter.

| Task | Responsible | Deadline |
|--|----------------|------------|
| Update the workplan to reflect the changes requested in relation to the Team Charter and Diversity & Inclusion Policy discussions. | Administration | April 2021 |

VIII. Other business

None.

IX. Adjournment

MOVED by Jocelyn Phu that the meeting be adjourned at 6:27 pm.

Transcribed by Amanda Robertson

Sandy Gill
Chair

**Calgary Public Library Governance Committee
Proposed Bylaw Amendment
March 31, 2021**

Purpose

On March 3, 2021, the Governance committee carried unanimously a motion to recommend the enclosed bylaw amendment proposal to the Calgary Public Library Board for approval. The intention of the revision is to allow the Board flexibility to either appoint committee chairs at the annual organizational meeting or the first meeting of each committee thereafter.

Procedure

Section 7.1(b) of the Calgary Public Library Board Governance Bylaw states that the Bylaw “may be revised, repealed or replaced only at a Board meeting at which two thirds of the Board Members vote in favour of such revision, repeal or replacement.”

As such, a minimum of seven Board members must be present and vote in favour of the amendment in order for the motion to be carried.

1.1 ORGANIZATIONAL MEETINGS

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

5.1 STANDING COMMITTEES

- (a) The Board may create standing Board Committees by Board resolution.
- (b) The Board shall appoint Board Members to such Board Committees at each Organizational Meeting. Each standing Board Committee shall consist of at least three Board Members.
- (c) The purpose of each standing Board Committee shall be as specified in the Board resolution creating such committee.
- (d) If Board Committee Chairs were not elected at the Organizational Meeting, they shall be selected aAt the first meeting of ~~a~~each standing Board Committee following the most recent Organizational Meeting~~;~~e. Each committee shall select one of its members to be the chair of the committee and to exercise the role and authority of a meeting chair consistent with the Rules of Order and any Board Policies regarding the conduct of committee affairs. A committee chair does not have a casting vote in the event of a tie.
- (e) Any Board Member may attend and fully participate in any meeting of any standing Board Committee (including making motions, debating motions and voting).

Approved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Wednesday, February 17, 2021
5:30 pm

In Attendance:

Board

Crystal Manyfingers (Chair)
Jocelyn Phu
Andrew Rodych
Sheeba Vijayan

Administration

Mark Asberg, *CEO*
Mary Kapusta, *Director, Communications*
Paul Lane, *Director, Corporate Services*
Sarah Meilleur, *Director, Service Delivery*
Heather Robertson, *Director, Service Design*

Regrets:

Shereen Samuels

Guests:

Lisa Hardy, *Facilities Design Lead*

I. Meeting Opening

Andrew Rodych respectfully opened the meeting with a Treaty 7 land acknowledgement.

II. Review of Agenda

MOVED by Andrew Rodych that the agenda for February 17, 2021 be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Andrew Rodych that the minutes of the January 12, 2021 meeting be approved as presented.

Carried unanimously

IV. Business Arising

None.

V. 2021 Facility Updates

Lisa Hardy provided an overview of existing Library buildings and the ways in which library building design and facility work support the Strategic Plan. Hardy also highlighted trends being monitored by the facility team during the pandemic and into the future. This includes current strategies being deployed in Library facilities to increase staff and patron safety and facilitate contactless services.

| Task | Responsible | Deadline |
|---|----------------|---------------|
| Share a copy of the Facilities presentation with the committee via email. | Administration | February 2021 |

MOVED by Sheeba Vijayan that the 2021 Facility Updates report be received as presented.

Carried unanimously

VI. 2021 Strategic Initiatives

Mark Asberg reminded the committee that Administration had updated the process for determining strategic initiatives in 2021 to allow staff the flexibility to adapt tactics and projects to changing external circumstances while still supporting the Strategic Plan. Each strategic initiative has been put forward as a “How might we” question to highlight needs that the Library will work to address.

Asberg advised that strategic initiatives had been defined and prioritized, with the Priority 1 initiatives already beginning to be addressed by staff. The executive leadership team plans to provide updates about the tactics already being put into motion at an upcoming meeting of the Board. Priority 2 initiatives are planned to begin later in the year.

Asberg also provided a list of strategic priorities from 2020, which had been categorized as either completed, moved forward into 2021, or deferred until such time that they can be appropriately addressed, such as items related to increasing the use of physical Library facilities.

Next steps will be for interdepartmental teams to hold ideation sessions for each strategic initiative and for project teams to form. Updates on advancements of the Strategic Plan will continue to be presented to the Strategy & Community committee through Spotlight Reports.

MOVED by Jocelyn Phu that the 2021 Strategic Initiatives report be received as presented for recommendation to the Calgary Public Library Board.

Carried unanimously

VII. Board Retreat Discussion and Planning

Jocelyn Phu provided an update of work being done to date by the Board Retreat Planning committee, including a proposed agenda for a three-hour virtual session beginning with an ice-

breaker and norms setting session facilitated by Service Design Lead Myke Atkinson. The Board will then have an in-camera meeting over breakfast, followed by a development session led by a guest speaker and a facilitated conversation to digest takeaways from the talk.

Sarah Meilleur advised that the biggest decision remaining is which speaker to engage in the process. Meilleur suggested approaching Calgary Foundation for a speaker as their recent Vital Signs publication would be an appropriate topic to encompass the Planning committee's goals to address community mental health trends and other impacts of the pandemic on Calgary as a whole. There was agreement from the committee on this approach.

Another topic that the Planning committee discussed is the ways diversity and intersectionality factor into Board decision-making, though the compressed Retreat schedule made this difficult to reconcile with the existing agenda items. Since the Governance committee plans to schedule a special meeting regarding first steps for drafting a Diversity & Inclusion policy, Meilleur recommended the committee collaborate with Governance to ensure this topic is addressed at that time or in another related discussion.

| Task | Responsible | Deadline |
|--|----------------|---------------|
| Approach Calgary Foundation to engage a speaker for the retreat date in either March or April. | Administration | February 2021 |
| Finalize and propose via email to the Board the agenda for the retreat. | Jocelyn Phu | February 2021 |
| Recommend to the Governance committee and the Board that time in the Diversity & Inclusion policy drafting discussions be dedicated to consideration of decision-making through the lens of intersectionality. | Jocelyn Phu | February 2021 |

VIII. Strategy & Community Committee Mandate

Sarah Meilleur advised that the 2020 Strategy & Community committee had discussed whether to engage a member-at-large as permitted in the Board Bylaws. Meilleur advised that this would be a matter to include in the mandate if the current committee members find it applicable to their plans for 2021.

The committee discussed the idea and agreed that this would be better left to a later year when the Library, Board and community are more settled after the widespread disruptions that began in 2020.

The committee agreed that no changes are needed to the mandate at this time.

IX. 2021 Workplan Review

Administration advised that they plan to provide an updated schedule at the March meeting of Spotlight reports highlighting the development and progress of tactics supporting the Strategic Plan. The committee agreed that no other changes are needed at this time.

| Task | Responsible | Deadline |
|--|----------------|---------------|
| Finalize the schedule of Spotlight reports for 2021 and provide an updated version of the workplan as necessary. | Administration | March 5, 2021 |

X. Other Business

None.

XI. Adjournment

MOVED by Jocelyn Phu that the meeting be adjourned at 7:02 pm.

Transcribed by Amanda Robertson

Crystal Manyfingers
Chair

Unapproved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Tuesday, March 9, 2021
5:30 pm

In Attendance:

Board

Crystal Manyfingers (Chair)
Jocelyn Phu
Andrew Rodych
Sheeba Vijayan

Administration

Mark Asberg, *CEO*
Paul Lane, *Director, Corporate Services*
Sarah Meilleur, *Director, Service Delivery*
Heather Robertson, *Director, Service Design*

Regrets:

Shereen Samuels

Guests:

Marshall Sumka, *Senior Manager, Collections*

I. Meeting Opening

Andrew Rodych respectfully opened the meeting with a Treaty 7 land acknowledgement.

II. Review of Agenda

MOVED by Andrew Rodych that the agenda for March 9, 2021 be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Andrew Rodych that the minutes of the February 17, 2021 meeting be approved as presented.

Carried unanimously

IV. Business Arising

None.

V. Collections: Updates and Directions

Marshall Sumka presented an update on the Library's collections and other resources, analyzing trends in budget, usage, and circulation in recent years up to and including 2020. Sumka noted the surge in digital circulation and eLearning resource usage across most available platforms in 2020 since the beginning of the global pandemic.

Sumka also highlighted new additions to the Library's offerings over the last year, including the Calgary Herald Archive Online (1883-2010) and the Biblioboard tool used to provide curated digital asset collections. In particular, BiblioBoard offers the Library the opportunity to explore community driven curation as well as the PressBooks and Indie Author Project features, which allow local authors to self-publish eBooks and submit their work to be featured in local collections.

Sumka posed two questions to the committee for further consideration: How do you discover your next book to read? What engagement approaches do you find effective in your community?

| Task | Responsible | Deadline |
|--|----------------|------------|
| Share a copy of the Collections presentation with the committee via email. | Administration | March 2021 |

MOVED by Jocelyn Phu that the Collections: Updates and Directions report be received as presented.

Carried unanimously

VI. Board Advocacy Priorities

The committee reviewed the list of Board Advocacy Priorities as previously approved in 2020. Though some of the priorities may not be applicable until the end of the pandemic, the committee agreed that no changes are needed at this time.

MOVED by Sheeba Vijayan that the Board Advocacy Priorities be received as presented.

Carried unanimously

VII. Annual Hours of Service and Fees

Sarah Meilleur presented a summary of the Annual Hours of Service and Fees report. Meilleur advised that Administration had planned to extend Library hours of service in 2020 to include Sunday service year-round at all locations, following a pattern in recent years of continuously increasing hours of service. This plan was not possible to fully execute in 2020 due to closures brought on by the global pandemic, however the Library was able to provide approximately 77% of the planned hours of service in 2020.

To remain flexible during repeated closures, the Library has developed two service models; libraries open for in-location services and a curbside model at reduced hours. With the reduced curbside model, projections for hours of service prior to re-opening were 71% of projected hours. This number is decreased from 77% in 2020 due to the constraints at the Rocky Ridge self-serve location contained within a large, closed YWCA facility. Because of these challenges, curbside service is not offered at Rocky Ridge and area residents are instead directed to the larger Crowfoot Library nearby. With locations planned to open to regular hours of service on March 15, the hours of service anticipated for 2021 increase accordingly, understanding that Rocky Ridge hours will continue to adjust based on the self-serve and co-located nature of that facility.

In 2020, the Library removed all late fines, so the remaining fees for the committee to review are rates set for using the Performance Hall. As public health measures ease and vaccination rates increase, the Library will be guided by public health measures regarding programming and events. When the Performance Hall can be safely reopened, Administration will conduct an environmental scan to determine appropriate fees at that time and any changes will be brought to the committee for review.

Administration plans to review the identified Comprehensive Research Fees in 2021 and will advise the committee of any progress and decisions in due course.

| Task | Responsible | Deadline |
|--|----------------|---------------------------------------|
| Administration to conduct an environmental scan and analyze Performance Hall rates when public health measures allow for increased gatherings. | Administration | Dependent upon public health measures |

MOVED by Sheeba Vijayan that the Annual Hours of Service and Fees report be received as presented.

Carried unanimously

VIII. Board Retreat Planning

Jocelyn Phu advised that the Board Retreat Planning committee had sent out invitations and agendas for Parts I and II of the event and that parcels containing the retreat materials were distributed to participants. All components of the event have been finalized for March 13, 2021.

IX. 2021 Workplan Review

Sarah Meilleur reviewed the schedule of Spotlight reports that have been arranged through to the end of 2021. Administration proposed an April start with an Inclusion report in order to inform the Board of work at the Library in the areas of equity, diversity, and inclusion. Meilleur advised that the information in the forthcoming report will be intended to provide context before the Board begins work on a Diversity & Inclusion policy later this year.

The committee determined that no new changes are required at this time.

X. Other Business

None.

XI. Adjournment

MOVED by Andrew Rodych that the meeting be adjourned at 6:58 pm.

Transcribed by Amanda Robertson

Crystal Manyfingers
Chair

Report to the
Calgary Public Library Board
Strategy & Community Committee
March 9, 2021
Annual Hours of Service and Fees

I. Purpose

For the Board's review, Service Delivery is presenting the following annual update on Calgary Public Library's hours of service and fees in 2021 and including a review of 2020.

II. 2020 and 2021 Service Hours

2020 presented unique challenges for the Library, including two closures of library locations because of public health restrictions in response to the COVID-19 pandemic. Public health measures in mid-March 2020 resulted in libraries being closed for in-location service as the community flattened the curve of increasing case numbers. As the Provincial Government began easing restrictions through the identified Path Forward, libraries were delivering services virtually in new ways, and simultaneously developing a curbside service model. As re-opening of the Province progressed, Libraries were permitted to launch curbside service and then begin re-opening for in-location services. The Calgary Public Library did so in a staged way, and by July 20th all library locations had re-opened, to regular hours of service, including expanded Sunday service at all locations year-round, as identified in this report last year. In mid-December of 2020, Libraries were again closed for in-location services, but this time the organization was able to immediately deploy curbside services within reduced hours, which is the current service model in place. Despite two significant closures, the Library was able to provide approximately 77% (53,759) of planned hours of service in 2020 (see [Attachment 1](#)).

At the beginning of 2021 libraries remained open with reduced hours for curbside service only, and with the addition of curbside printing along with holds pick-up and Build a Book Bag services. As of the writing of this report, Libraries have just been announced by the Government of Alberta as being moved into Step 2 of the Path Forward, and library leadership is developing plans to re-open. Based on reduced hours for curbside service, before re-opening the Library was projected to deliver 71% of projected hours of service year to date (see [Attachment 2](#)). The reason for this reduction from 2020 hours (77%) is because the constraints of the Rocky Ridge self-serve library and its limited staffing model, along with the complexities of its location within a large, closed YMCA facility, provided compelling reasons to contain curbside service in this area to the larger and closely located Crowfoot Library.

The experience of the pandemic has resulted in two service models, libraries open for in location services, and a reduced hours curbside model. These two hours of service scenarios for 2021 are presented in [Attachment 3](#). There is also the potential for variation from these two scenarios, based on the circumstances of our community partners in shared facilities. Rocky Ridge, Quarry Park, Seton, Shawnessy, Village Square, and Saddletowne are all libraries in shared facilities where access and service needs to be negotiated through our partnerships. Strong ongoing relationships through the pandemic provides confidence that we will continue to work collaboratively to ensure the goals of providing as much library service to the community as we can, within public health restrictions.

While regular hours of operation are the focus of this report, there are numerous other ways by which to measure the Library's effectiveness at extending the availability of its services to Calgarians, including:

- Providing twenty-four hours per day access to the Library's website and the Library's extensive array of online programming and electronic resources
- Bringing Library service to long term care residences, schools and day homes across the city through the Libraries in Residence Program, Library School, and Story Truck Service
- Continuing to evolve and extend service opportunities through curbside service, including Build a Book Bag, Curbside Printing, and Borrow a Computer

III. 2021 Fees

In 2020 Calgary Public Library made the historic decision to remove all late fines from Library materials. This decision was celebrated by the community. The related Calgary Public Library Foundation campaign "Pay Your Fines Forward" generated more than \$215,000 from over 1,700 donors, many of whom shared wonderful messages of support and indicated that they were donating instead of paying fines. With such significant changes in 2020, administration is not recommending any further changes to the Fines and Fees schedule for 2021 (see [Attachment 4](#)). As public health measures ease, and vaccination rates increase, the Library will be guided by public health measures regarding programming and events, specifically regarding the Performance Hall and its associated fees. At that time we will conduct an environmental scan to help us determine appropriate fees post pandemic. There are also plans in place to review the identified Comprehensive Research Fees in 2021 and updates will be provided to the committee on the progress and decisions through this annual reporting or earlier if required.

IV. Recommendation

That the Strategy & Community Committee recommend that the Calgary Public Library Board receive this report, *Annual Hours of Service and Fees*, for information.

Sarah Meilleur
Director, Service Delivery

Attachment 1

| Location | Projected 2020 | Actual 2020 Hours | Percent of Projected |
|--------------------|----------------|-------------------|----------------------|
| Bowness | 2,883 | 2,216 | 77% |
| Central | 3,351 | 2,640 | 79% |
| Country Hills | 3,541 | 2,756 | 78% |
| Crowfoot | 3,541 | 2,856 | 81% |
| Fish Creek | 3,541 | 2,856 | 81% |
| Forest Lawn | 3,237 | 2,597 | 80% |
| Giuffre | 3,237 | 2,576 | 80% |
| Judith Umbach | 3,237 | 2,446 | 76% |
| Louise Riley | 3,237 | 2,446 | 76% |
| Memorial Park | 3,046 | 2,318 | 76% |
| Nicholls | 3,441 | 2,585 | 75% |
| Nose Hill | 3,492 | 2,729 | 78% |
| Quarry Park | 3,441 | 2,529 | 73% |
| Rocky Ridge | 3,441 | 2,529 | 73% |
| Saddletowne | 3,492 | 2,561 | 73% |
| Sage Hill | 3,036 | 2,312 | 76% |
| Seton | 3,492 | 2,561 | 73% |
| Shawnessy | 3,441 | 2,529 | 73% |
| Signal Hill | 3,440 | 2,769 | 80% |
| Southwood | 3,188 | 2,419 | 76% |
| Village Square | 3,441 | 2,529 | 73% |
| Grand Total | 70,196 | 53,759 | 77% |

Attachment 2

| Location | Projected 2021 YTD | Actual 2021 YTD | Percent of Projected |
|--------------------|-----------------------|--------------------|-------------------------|
| Bowness | 458 | 367 | 80% |
| Central | 530 | 403 | 76% |
| Country Hills | 561 | 403 | 72% |
| Crowfoot | 561 | 403 | 72% |
| Fish Creek | 561 | 403 | 72% |
| Forest Lawn | 513 | 403 | 79% |
| Giuffre Family | 513 | 403 | 79% |
| Judith Umbach | 513 | 403 | 79% |
| Louise Riley | 513 | 403 | 79% |
| Memorial Park | 482 | 367 | 76% |
| Nicholls Family | 552 | 403 | 73% |
| Nose Hill | 561 | 403 | 72% |
| Quarry Park | 552 | 367 | 66% |
| Rocky Ridge | 561 | - | 0% |
| Saddletowne | 561 | 403 | 72% |
| Sage Hill | 482 | 367 | 76% |
| Seton | 552 | 403 | 73% |
| Shawnessy | 552 | 403 | 73% |
| Signal Hill | 552 | 403 | 73% |
| Southwood | 513 | 403 | 79% |
| Village Square | 552 | 403 | 73% |
| Grand Total | 11,195 | 7,916 | 71% |

Attachment 3

| Location | Regular Hours | Curbside Hours (as posted on website) |
|------------------------|--|---|
| Bowness | Mon to Wed: 10 am - 8 pm Thu: 10 am - 5 pm Fri: 10 am - 6 pm Sat: 10 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: Closed |
| Central | Mon to Thu: 9 am - 8 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Country Hills | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Crowfoot | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Fish Creek | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Forest Lawn | Mon to Thu: 10 am - 9 pm Fri: 10 am - 6 pm Sat: 10 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Giuffre Family Library | Mon to Thu: 10 am - 9 pm Fri: 10 am - 6 pm Sat: 10 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Judith Umbach | Mon to Thu: 10 am - 9 pm Fri: 10 am - 6 pm Sat: 10 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |

| Location | Regular Hours | Curbside Hours (as posted on website) |
|--------------------------|--|---|
| Louise Riley | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Memorial Park | Mon to Thu: 10 am - 8 pm Fri: 10 am - 6 pm Sat: 10 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: Closed |
| Nicholls Family | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 10 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: Closed |
| Nose Hill | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Quarry Park | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: Closed |
| Rocky Ridge ¹ | Self-service hours of operation: Mon to Fri: 11:30 am - 7:30 pm Sat: 7 am - 3 pm Full-service hours: At least 35 hours per week, scheduled to meet high demand times. | Closed |
| Saddletowne | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Sage Hill | Mon to Thu: 10 am - 8 pm Fri: 10 am - 6 pm Sat: 10 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: Closed |

¹ The Library is open all hours the Shane Homes YMCA is open. This will continue to shift in 2021 as public health measures guide access and service for recreation facilities. This Library is designed to be self-serve, and Library staff are on hand approximately 35 hours/week.

| Location | Regular Hours | Curbside Hours (as posted on website) |
|----------------|---|---|
| Shawnessy | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Seton | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Signal Hill | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Southwood | Mon to Thu: 10 am - 9 pm Fri: 10 am - 6 pm Sat: 10 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |
| Village Square | Mon to Thu: 9 am - 9 pm Fri: 9 am - 6 pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm | Mon to Thu: 10 am - 6 pm Fri: 10 am - 5 pm Sat: 10 am - 5 pm Sun: 12 pm - 4 pm |

Attachment 4

2021 Fees

Fee for Non-resident Library Members

\$112.00/year (total for all family members at one address)

Late Fees

No late fines will be charged on Calgary Public Library materials or on InterLibrary Loans.

Recovery Fees for Lost and Damaged Library Materials

The price in the bibliographic record determines the replacement cost of lost or damaged Library Materials.

Recovery Fees for Comprehensive Research

- \$80 per hour with a 15-minute (\$20) minimum

The Library shall also charge a fee for applicable telecommunication, database fees, computer downloading, photocopying, and other related expenses incurred when providing comprehensive research.

Recovery Fees for Courses, Programs and Special Events

Admission to Library programs is normally free. In exceptional circumstances, a charge may be implemented. Any such charge may be waived for individual patrons in financial hardship.

Space Rental Fees

| | Program Rooms in all Locations | Central Library Event Spaces* | | | | | | |
|-----------------------|--------------------------------|-------------------------------------|---------------------|----------------|--|---------------------|----------------|-----------------------------------|
| | | Patricia A. Whelan Performance Hall | Staff/ Security Fee | Combined Fee | Patricia A. Whelan Performance Hall plus meeting rooms | Staff/ Security Fee | Combined Fee | Shaikh Family Welcome Gallery |
| Not-for-profit rate** | No charge | \$100 per hour | \$60 per hour | \$160 per hour | \$200 per hour | \$60 per hour | \$260 per hour | \$270 per hour (Flat rate \$2000) |
| Regular booking | No charge | \$250 per hour | \$60 per hour | \$310 per hour | \$500 per hour | \$60 per hour | \$560 per hour | \$333 per hour (Flat rate \$2500) |

*A three-hour minimum applies.

**Non-profit groups running events for a profit will be charged a for-profit rate.

The use of the Library's program rooms, performance hall, and welcome gallery are governed by the *Calgary Public Library Room Use Guidelines*.

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, March 23, 2021
5:30 pm

In Attendance:

Board

Andrew Rodych (*Chair*)
Haritha Devulapally
Sandy Gill
Jocelyn Phu
Sheeba Vijayan

Administration

Mark Asberg, *CEO*
Katrina Ducs, *Financial Services & Procurement Lead*
Chae Jun, *Controller*
Paul Lane, *Director, Corporate Services*

Regrets

None

Guests

Fazal Ashraf, *City of Calgary*
Ivana Cvitanusic, *Deloitte*
Harman Gill, *Deloitte*

I. Treaty 7 Opening

Sandy Gill respectfully opened the meeting with a Treaty 7 land acknowledgement.

II. Review of Agenda

MOVED by Haritha Devulapally that the March 23, 2021 Audit and Finance Committee meeting agenda be approved as circulated.

Carried unanimously

III. Approval of Minutes

MOVED by Sandy Gill that the minutes of the January 19, 2021 meeting be approved as circulated.

Carried unanimously

IV. Business Arising

None.

V. Annual Directors & Officers Insurance Review

Fazal Ashraf presented a contextual overview of Calgary Public Library's insurance instruments as administered under the Civic Insurance Program, a mechanism designed to pool the risks shared by City of Calgary departments and civic partners. Ashraf outlined the specific liability coverage by type, including volunteer accidents as they are not protected by the Worker's Compensation Board.

Ashraf provided a more detailed review of the Directors & Officers liability coverage, including key coverages within the policy and which roles are insured within this definition.

Ashraf provided a five-year claims report summary reviewing all claims made by Calgary Public Library and advised that there were no patterns or trends that would be cause for concern.

MOVED by Sandy Gill that the Annual Directors & Officers Insurance Review be recommended as presented to the Calgary Public Library Board.

Carried unanimously

VI. 2021 Workplan Review

The Audit & Finance committee determined that three new items will be needed in the workplan. First, an overview of the Human Resources system conversion and its potential impacts on financial reporting and audits. Second, a preview of the LAPP audit process for the 2021 fiscal year to confirm the process, what LAPP will be seeking, and any impacts to reporting that the committee should know beforehand. Last, a review of the Library's Finance department to clarify to the committee the responsibilities of each role as well as how they fit together.

| Task | Responsible | Deadline |
|--|----------------|------------|
| Make requested changes to the 2021 Workplan. | Administration | April 2021 |

VII. 2020 Audited Financial Statements Report

Ivana Cvitanusic presented the auditor's findings for the year ended December 31, 2020.

The only significant risk identified is that of management override of controls, which is present in all entities. After reviewing test documents and other evidence, the auditor found that Calgary Public Library has already implemented controls to reduce this risk. Cvitanusic advised that the

auditor had identified no significant misstatements, control deficiencies or disclosure deficiencies relative to materiality.

Cvitanusic noted that no additional fees were charged to the Library in relation to Covid-19. Because the Library's financial information and controls were completely digital prior to the onset of the global pandemic, the only significant difference in how the audit was handled was that management answered the auditor's questions in virtual meetings rather than in person. The Library was charged the base fee as initially quoted in the Audit Plan and any additional fees incurred were absorbed by the auditor.

MOVED by Andrew Rodych that the Audited Financial Statements for the Year Ended December 31, 2020 be recommended to the Calgary Public Library Board as presented.

Carried unanimously

MOVED by Andrew Rodych that the Draft Audited Financial Statements for the year ended December 31, 2020 be recommended to the Calgary Public Library Board as presented.

Carried unanimously

At 6:13 pm, Andrew Rodych dismissed all Calgary Public Library staff members. All remaining Board members and Deloitte representatives in attendance reconvened in a second virtual meeting room for an in camera discussion.

VIII. Other Business

None.

IX. In Camera

MOVED by Andrew Rodych that the Audit & Finance committee move In Camera.

Carried unanimously

MOVED by Sandy Gill that the Audit & Finance committee rise without reporting.

Carried unanimously

X. Adjournment

MOVED by Andrew Rodych that the meeting be adjourned at 6:50 pm.

Transcribed by Ms. Amanda Robertson

Mr. Andrew Rodych,
Chair

Report to the
Calgary Public Library Board
Audit & Finance Committee
March 23, 2021
Insurance Update

I. EXECUTIVE SUMMARY

This report is to provide the Audit & Finance Committee with an insurance update presented by Fazal Ashraf, Manager – Risk Management and Claims.

Any materials presented during this meeting are to be kept confidential between the Calgary Public Library Audit and Finance committee, and the City's insurance department.

II. PREVIOUS DIRECTION/POLICY

As part of its risk management oversight the Calgary Public Library Audit and Finance Committee mandate includes periodic insurance review.

III. BACKGROUND

Previous practice has been to review the Library's insurance coverage with representatives of the insurance industry. The Library is currently covered under the City's insurance umbrella and benefits greatly from the purchasing power and insurance expertise the City is able to provide.

IV. PROGRESS TO DATE

The City has provided excellent insurance advice and coverage to the Library. This year's presentation will be by Fazal Ashraf, who has been our advisor on insurance matters for several years.

V. RISK ASSESSMENT

The Calgary Public Library prudently insures a full range of services, from buildings and other assets to Directors and Officers insurance. Fazal will be able to provide assurance that the Library's insurance is right for our needs, and will be able to address the Committees questions.

V. RECOMMENDATION

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

Katrina Ducs, CPA, CA
Financial Services and Procurement Lead



Risk Management & Insurance

- Civic Insurance Program
- Purchased Insurance Coverages
(Amounts Redacted)
- Annual Premium & Calculation
(Redacted)
- Directors' & Officers' Coverage
- 5-Year Claims Report Summary
(Redacted)
- Questions

■ Overview

- First instituted in the 1970's as a mechanism to pool the risks of the departments & civic partners
- Combination of purchased & self-insurance
 - Self-insured retention
 - Deductible charged to CPL, remainder is reimbursed
- City of Calgary Business Units + Boards & Authorities
- Analysis of claims histories - operate like an insurance company, allocation of premiums every year (loss histories, exposures, purchased insurance, admin costs, etc.)

■ Benefits

- Pooling of risk – allows for less volatility
- Higher retentions and limits
- Less expensive purchased insurance
- Lower deductibles
- In house Risk Management & Claims handling
- Loss Control Inspections
- Appraisal Program

Purchased Insurance



Property Insurance

- Fire, flood, vandalism, etc.

Automobile Insurance

- 38 licensed vehicle

Commercial General Liability

Volunteer Accident

- Volunteers up to age 85.

Crime

- Employee fidelity, credit card forgery, etc.

Directors' & Officers' Liability

Why Purchase D&O Insurance?

- Protect Directors & Officers personal assets
- Attract and retain qualified directors & officers
- Protect corporate assets from Directors & officers indemnification, policy provides for entity coverage.
- There are high costs of defense even if there is no liability.
- Corporation may become insolvent, exposure of statutory liabilities in the event of bankruptcy.

What does it cover?

- D & O insurance policies cover the personal liability of directors and officers as individuals to protect from claims that may arise from the decisions and actions taken within the scope of their regular duties.
- The policy insures for the loss from claims for “wrongful acts” in the insured’s scope of duties. Wrongful acts are any actual, alleged, attempted or allegedly attempted error, misstatement, misleading statement, act, omission, neglect or breach of duty.
- **Third party Liability, All Risk Coverage:** Coverage is defined by the definitions and exclusions within the policy wording.
- **Coverage is on a claims-made basis:** Coverage is triggered when a claim is made against the insured during the policy period, regardless of when the wrongful act took place.
- **Insured person includes:** elected Chairpersons, Directors & Officers, and Trustees, as well as Employees, Volunteers.

Directors & Officers Insurance Overview

Calgary



| Key Coverages: | Limits: |
|--|-------------|
| Side A: Personal Insurance – Provides coverage for directors & officers if the corporation cannot indemnify them. | \$5,000,000 |
| Side B: Entity Indemnification Insurance – Coverage for corporations indemnification of Director's & Officer's for their liability. | \$5,000,000 |
| Side C: Entity Insurance – Coverage for claims made against the entity. | \$5,000,000 |
| Wrongful Employment or Membership Practice: Coverage for wrongful termination, dismissal or discharge. | \$5,000,000 |
| Aggregate limit of liability for each policy period: | \$5,000,000 |

Questions?

Report to the
Audit & Finance Committee
Calgary Public Library Board
March 23, 2021
2020 Audited Financial Statements Report

I. ISSUE

Review of Draft Audited Financial Statements for the year ended December 31, 2020.

II. BACKGROUND

Representatives from Deloitte will be in attendance at the committee conference meeting to present their report and review the results of their audit.

III. RECOMMENDATIONS

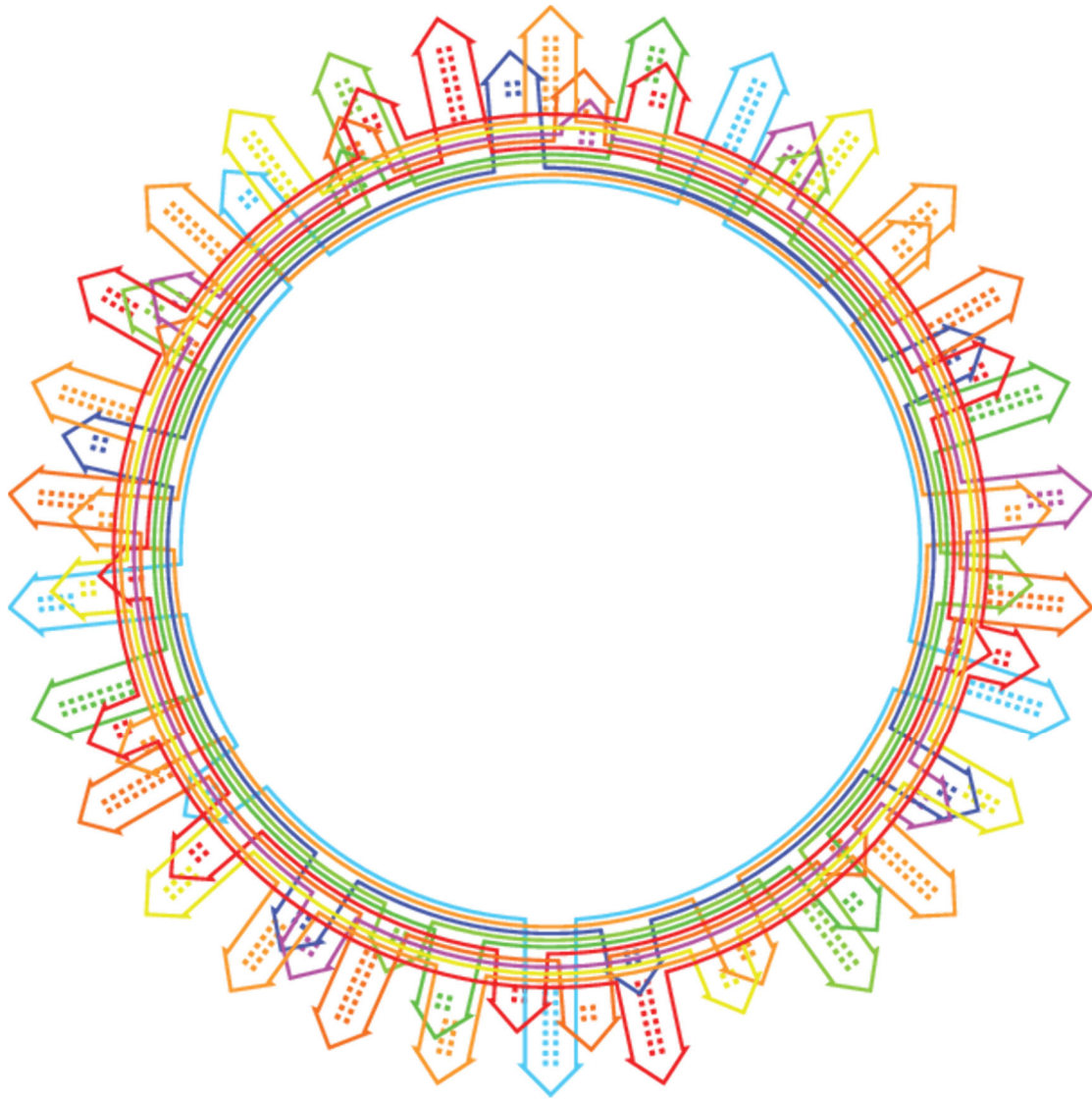
That the Calgary Public Library Board's Audit & Finance Committee recommend that the Calgary Public Library Board:

- a. Receive Deloitte's Year-end Communication on 2020 audit results dated March 16, 2021 for information.
- b. Approve the Draft Audited Financial Statements of the Calgary Public Library Board for the year ended December 31, 2020.

Chae Jun, CPA, CGA, MBA
Controller

Attachments:

1. Year-end Communication to the Calgary Public Library Board
2. 2020 Draft Audited Financial Statements



Calgary Public Library Board Report to the Audit and Finance Committee on the 2020 audit

March 23, 2021

March 16, 2021

The Audit and Finance Committee of Calgary Public Library Board

Report on audited annual financial statements

Dear Audit and Finance Committee members:

We are pleased to submit this report on the status of our audit of Calgary Public Library Board (the "Library") for the 2020 fiscal year. This report summarizes the scope of our audit, our findings to date and reviews certain other matters that we believe to be of interest to you. We are continuing to work with management to complete the outstanding matters summarized on page 1 of this report.

As agreed in our confirmation of changes letter dated October 20, 2020, we have performed an audit of the financial statements of Calgary Public Library Board as of and for the year ended December 31, 2020, in accordance with Canadian generally accepted auditing standards ("Canadian GAAS") and expect to issue our audit report thereon dated March 31, 2021.

Our audit has been conducted in accordance with the audit plan that was presented to the Audit and Finance Committee at the meeting on October 20, 2020.

This report is intended solely for the information and use of the Audit and Finance Committee, management and others within the Library and is not intended to be, and should not be, used by anyone other than these specified parties.

We, at Deloitte, work as one team to provide you with relevant business insights to assist you improving your current practices.

We look forward to discussing this report summarizing the outcome of our audit with you and answering any questions you may have.

Yours truly,



Chartered Professional Accountants

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| Significant accounting policies, judgements and estimates | 5 |
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Executive summary

Audit scope and terms of engagement

We have been asked to perform an audit of the Library’s financial statements (the “financial statements”) in accordance with Canadian public sector accounting standards (“PSAS”) as at and for the year ended December 31, 2020. Our audit was be conducted in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”).

The terms and conditions of our engagement are described in the confirmation of changes letter. We have developed appropriate safeguards and procedures to eliminate threats to our independence or to reduce them to an acceptable level.

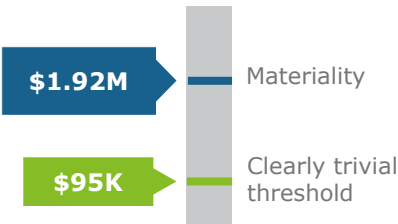
Significant risks

- 1 Management override of controls
- Continued from prior year

Status



Materiality



Materiality levels are determined on the basis of revenue. Our materiality for the year ended December 31, 2020 was \$1,920,000 (2019, \$2,000,000).

Outstanding Matters & Next Steps

| | |
|---|--|
| Receipt of signed management representation letter | Receipt of subsequent events update |
| Completion of minor documentation items | Receipt of legal letters |

**Audit fees**

| Audit fees | 2020 | 2019 |
|---|-----------------|-----------------|
| Audit | \$40,500 | \$40,100 |
| Audit procedures applied to the adoption of the new accounting standard | - | \$600 |
| Additional audit procedures due to the impact of COVID-19 | - | - |
| Total fees | \$40,500 | \$40,700 |

**Going Concern**

Management has completed its assessment of the ability of the Library to continue as a going concern and in making its assessment did not identify any material uncertainties related to events or conditions that may cast significant doubt upon the Library's ability to continue as a going concern. We agree with management's assessment.

**Results**

No restrictions have been placed on the scope of our audit. We intend to issue an unmodified audit report on the financial statements of the Library for the year ended December 31, 2020 once the outstanding items referred to above are completed satisfactorily and the financial statements are approved by the Calgary Public Library Board.

Significant audit risks and significant events

The significant audit risks identified as part of our risk assessment, together with our planned responses and conclusions, are described below.

Significant risk dashboard

Legend



Significant level of management judgment involved



Minimal/No management judgment involved

D+I: Planned testing of the design and implementation of key controls

OE: Planned testing of the operating effectiveness of key controls

Significant risks

Management override of controls

| Fraud Risk | Control Testing Planned | Level of management judgement | Specialist, Expert or Innovation Involvement |
|------------|-------------------------|-------------------------------|--|
| YES | D+I | | Not applicable. |

| Analysis of risk | Audit response and results |
|---|---|
| <ul style="list-style-type: none"> Under Canadian Auditing Standards, it is the responsibility of management, with the oversight of those charged with governance to place a strong emphasis on fraud prevention and detection. Oversight by those charged with governance includes considering the potential for override of controls or other inappropriate influence over the financial reporting process. Management override of controls is present in all entities. It is a risk of material misstatement resulting from fraud and therefore is considered as a significant risk. | <ul style="list-style-type: none"> We discussed fraud with management. We asked the Audit and Finance Committee for their views about the risk of fraud, whether they know of any actual or suspected fraud affecting the Library and their role in the oversight of management's antifraud programs. We tested a sample of journal entries made throughout the period, and adjustments made at the end of the reporting period. We determined whether the judgements and decisions related to management estimates indicate a possible bias, which included performing retrospective analysis of significant accounting estimates. We obtained sufficient audit evidence to conclude that there were no material misstatements. |

Significant events

COVID-19

Impact on our 2020 audit

Due to COVID-19, we have identified certain areas of our 2020 audit that were directly impacted in comparison to previous years. These changes will have an impact to our audit in terms of nature, timing and extent of audit procedures that we were required to perform. We have outlined below the significant changes identified:

- Identified audit risks specific to COVID-19 and planned audit procedures to address these risks.
- Increased communication with management throughout the year to understand the impacts and implications of COVID-19.
- Applied audit procedures to any changes in processes and controls at the Library.
- Considered alternative methods to obtain audit evidence (scanned copies, electronic versions, video calls to walk through controls, analyses and questions) due to remote work arrangements.
- Performed audit testing remotely.

We also monitored the audit scope and timelines and adjusted accordingly to ensure we met reporting deadlines. As part of our investment into our valued relationship with the Library, we have internalized the costs related to additional effort resulting from procedures performed related to COVID-19.

Significant accounting policies, judgements and estimates

The accounting policies described below are those that are most important and representative of the Library's financial condition and financial performance.

In the course of our audit of the financial statements, we considered the qualitative aspects of the financial reporting process, including items that have a significant impact on the relevance, reliability, comparability and understandability of the information included in the financial statements.

We believe the Library's significant accounting policies to be:

- The estimates of useful lives and potential impairment of tangible capital assets
- Accrued liabilities

In our judgment, the significant accounting practices and policies, selected and applied by management are, in all material respects, acceptable under PSAS and are appropriate to the particular circumstances of the Library.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgements. These judgements are normally based on knowledge and experience about past and current events, assumptions about future events and interpretations of the financial reporting standards.

During the year ended December 31, 2020, management advised us that there were no significant changes in accounting estimates or in judgements relating to the application of the accounting policies.

Appendix 1 – Communication requirements and other reportable matters

The table below summarizes our communication requirements under Canadian GAAS and other communications that we believe would help us achieve an effective audit.

| Required communication | Refer to this report or document described below |
|--|--|
| Audit Service Plan | |
| 1. Our responsibilities under Canadian GAAS, including forming and expressing an opinion on the financial statements | Confirmation of changes letter |
| 2. An overview of the overall audit strategy, addressing: <ul style="list-style-type: none"> a. Timing of the audit b. Significant risks, including fraud risks c. Nature and extent of specialized skill or knowledge needed to perform the planned audit procedures related to significant risk | Audit plan communicated on October 20, 2020 |
| 3. Significant transactions outside of the normal course of business, including related party transactions | Related party transactions are disclosed in Note 12 to the financial statements. Refer to Significant Risks section for further details on significant transactions outside the normal course of business. |
| 4. How those charged with governance exercise oversight over management's process for identifying and responding to the risk of fraud and the internal control that management has established to mitigate these risks | We believe adequate internal controls exist to sufficiently mitigate the risk of management override of controls. Those charged with governance exercise oversight over management's process for identification and response to the risk of fraud by establishing and enforcing a code of conduct, establishing committees to govern various aspects of operations and engaging frequently with key management personnel. |
| 5. Any known suspected or alleged fraud affecting the Library | We are not aware of any actual or suspected fraudulent events. |

| Required communication | Refer to this report or document described below |
|--|--|
| 6. Whether the Library is in compliance with laws and regulations | <p>Management is responsible for ensuring that the Library's operations are conducted in accordance with the laws and regulations applicable to the Library in the jurisdictions in which it operates. The responsibility for preventing and detecting noncompliance rests with management. The auditor is not and cannot be held responsible for preventing noncompliance with laws and regulations.</p> <p>Our limited procedures did not identify any areas of material noncompliance with laws and regulations by the Library.</p> |
| Year End Communication | |
| 7. Fraud or possible fraud identified through the audit process | We are not aware of any fraudulent events. |
| 8. Significant accounting policies, practices, unusual transactions, and our related conclusions | Significant accounting policies, judgements and estimates section of this document |
| 9. Alternative treatments for accounting policies and practices that have been discussed with management during the current audit period | Significant accounting policies, judgements and estimates section of this document |
| 10. Matters related to going concern | Executive summary section of this document |
| 11. Consultation with other accountants | Management has informed us that the Library has not consulted with other accountants about auditing or accounting matters. |
| 12. Management judgements and accounting estimates | Significant accounting policies, judgements and estimates section of this document |
| 13. Significant difficulties, if any, encountered during the audit | During the course of our audit, we did not encounter any significant difficulties in dealing with management related to the performance of the audit. |
| 15. Material written communications between management and us, including management representation letters | Management representation letter |
| 16. Circumstances that affect the form and the content of the auditor's report | Draft auditor's report |
| 17. Other matters that are significant to the oversight of the financial reporting process | No other matters to report. |
| 18. Modifications to our opinion(s) | Executive summary section of this document |

| Required communication | Refer to this report or document described below |
|--|---|
| 19. Other significant matters discussed with management | Significant audit risks and significant events section of this document |
| 20. Matters involving noncompliance with laws and regulations that came to our attention, unless prohibited by law or regulation, including illegal or possibly illegal acts that come to our attention. | We are not aware of any matters involving noncompliance with laws and regulations or illegal acts. |
| 21. Litigation | No litigation matters to report. |
| 22. Significant deficiencies in internal control, if any, identified by us in the conduct of the audit of the financial statements | No deficiencies to report. |
| 23. Uncorrected misstatements and disclosure items | In accordance with Canadian GAAS, we request that all misstatements be corrected. No uncorrected misstatements and uncorrected disclosure to report. |
| 24. Changes to the audit plan | The audit was conducted in accordance with our audit plan, which was communicated to the Audit and Finance Committee. We confirm that there have been no amendments to the audit scope and approach communicated in the audit plan. |
| 25. Concerns regarding management competence and integrity | We do not have any concerns regarding management's competency and integrity. |
| 26. Disagreements with management | During the current audit, we did not have any disagreements with management. |
| 27. Post-balance sheet events | At the date of finalizing this report, we are not aware of any significant post-balance sheet events. |
| 28. Limitations when sending confirmations | Not applicable. |
| 29. Other significant matters arising from the audit | Nothing to report. |

Appendix 2 – Draft version of our auditor's report

Our report on the financial statements is expected to be in the following form. However, the final form may need to be adjusted to reflect the final results of our audit.

Independent Auditor's Report

To the Members of
Calgary Public Library Board

Opinion

We have audited the financial statements of Calgary Public Library Board (the "Library"), which comprise the statement of financial position as at December 31, 2020, and the statements of operations and accumulated surplus, cash flows, and change in net financial assets for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Library as at December 31, 2020, and the results of its operations, its cash flows and change in its net financial assets for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Library in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Library's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Library or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Library's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Library's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Library to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
March 31, 2021

Appendix 3 – Draft independence

March 31, 2021

The Audit and Finance Committee
Calgary Public Library Board

Dear Audit and Finance Committee members:

We have been engaged to audit the financial statements of Calgary Public Library Board (the “Library”) for the year ended December 31, 2020.

You have requested that we communicate in writing with you regarding our compliance with relevant ethical requirements regarding independence as well as all relationships and other matters between the Library, our Firm and network firms that, in our professional judgment, may reasonably be thought to bear on our independence. You have also requested us to communicate the related safeguards that have been applied to eliminate identified threats to independence or reduce them to an acceptable level.

In determining which relationships to report, we have considered relevant rules and related interpretations prescribed by the appropriate provincial regulator/ordre and applicable legislation, covering such matters as:

- a) Holding a financial interest, either directly or indirectly, in a client.
- b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client.
- c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client.
- d) Economic dependence on a client.
- e) Provision of services in addition to the audit engagement.

We confirm to you that the engagement team and others in the firm as appropriate, the firm and, when applicable, network firms have complied with relevant ethical requirements regarding independence.

We have prepared the following comments to facilitate our discussion with you regarding independence matters arising since March 25, 2020, the date of our last letter.

We are not aware of any relationships between the Member Firms of Deloitte Touche Tohmatsu Limited and their respective affiliates (collectively, the “Deloitte Entities”) and the Library and its affiliates, or persons in financial reporting oversight roles at the Library and its affiliates, that, in our professional judgment, may reasonably be thought to bear on independence, that have occurred from March 26, 2020 to March 31, 2021.

The total fees charged to the Library for audit services were \$43,335 (2019, \$42,907) during the period covered by the financial statements.

We hereby confirm that we are independent with respect to the Library in accordance with the Rules of Professional Conduct of the applicable Chartered Professional Accountants of Alberta as of March 31, 2021.

This letter is intended solely for the information and use of the Audit and Finance Committee, management and others within the Library and is not intended to be and should not be used for any other purposes.

Yours truly,

Chartered Professional Accountants

Appendix 4 – Draft management representation letter

[Library letterhead]

March 31, 2021

Deloitte LLP
700, 850 - 2 Street SW
Calgary, AB T2P 0R8

Dear Sirs:

Subject: Financial statements of Calgary Public Library Board as at and for the year ended December 31, 2020

This representation letter is provided in connection with the audit by Deloitte LLP ("Deloitte" or "you") of the financial statements of Calgary Public Library Board (the "Library" or "we" or "us") for the year ended December 31, 2020, the notes to the financial statements and a summary of significant accounting policies (the "Financial Statements") for the purpose of expressing an opinion as to whether the Financial Statements present fairly, in all material respects, the financial position, results of operations, and cash flows of the Library in accordance with Public Sector Accounting Standards ("PSAS").

Certain representations in this letter are described as being limited to matters that are material. Items are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial statements

1. We have fulfilled our responsibilities as set out in the terms of the master services agreement between the Library and Deloitte dated October 16, 2018 and the confirmation of changes letter dated October 20, 2020 for the preparation of the Financial Statements in accordance with PSAS. In particular, the Financial Statements are fairly presented, in all material respects, and present the financial position of the Library as at December 31, 2020 and the results of its operations and cash flows for the year then ended in accordance with PSAS.
2. Significant assumptions used in making estimates, including those measured at fair value, are reasonable.

In preparing the Financial Statements in accordance with PSAS, management makes judgments and assumptions about the future and uses estimates. The completeness and appropriateness of the disclosures related to estimates are in accordance with PSAS. The Library has appropriately disclosed in the Financial Statements the nature of measurement uncertainties that are material, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the Financial Statements.

The measurement methods, including the related assumptions and models, used in determining the estimates, including fair value, were appropriate, reasonable and consistently applied in accordance with PSAS and appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the entity. No events have occurred subsequent to December 31, 2020, that require adjustment to the estimates and disclosures included in the Financial Statements.

There are no changes in management's method of determining significant estimates in the current year.

3. We have determined that the Financial Statements are complete as of the date of this letter, as this is the date when there are no changes to the Financial Statements (including disclosures) planned or expected. The Financial Statements have been approved in accordance with our process to finalize financial statements.
4. We have completed our review of events after December 31, 2020, and up to the date of this letter. All events subsequent to the date of the Financial Statements and for which PSAS requires adjustment or disclosure have been adjusted or disclosed. Accounting estimates and disclosures included in the Financial Statements that are impacted by subsequent events have been appropriately adjusted.
5. The Financial Statements are free of material errors and omissions.

Internal Controls

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
7. We have disclosed to you all known deficiencies in the design or operation of internal control over financial reporting identified as part of our evaluation, including separately disclosing to you all such deficiencies that we believe to be significant deficiencies in internal control over financial reporting.

Information provided

8. We have provided you with:
 - a. Access to all information of which we are aware that is relevant to the preparation of the Financial Statements, such as records, documentation and other matters;
 - b. All relevant information as well as additional information that you have requested from us for the purpose of the audit; and
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
9. We have disclosed to you the results of our assessment of the risk that the Financial Statements may be materially misstated as a result of fraud.
10. We have no knowledge of any information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
 - a. Management;
 - b. Employees who have significant roles in internal control; or
 - c. Others where the fraud could have a material effect on the Financial Statements.

11. We have no knowledge of any information in relation to allegations of actual, suspected or alleged fraud, or illegal or suspected illegal acts affecting the Library.
12. There have been no communications with regulatory agencies concerning actual or potential noncompliance with or deficiencies in financial reporting practices. There are also no known or possible instances of noncompliance with the requirements of regulatory or governmental authorities.
13. We have disclosed to you the identities of the entity's related parties and all the related party relationships and transactions of which we are aware, including guarantees, non-monetary transactions and transactions for no consideration and participation in a defined benefit plan that shares risks between group entities.

Independence matters

For purposes of the following paragraphs, "Deloitte" shall mean Deloitte LLP and Deloitte Touche Tohmatsu Limited, including related member firms and affiliates.

14. Prior to the Library having any substantive employment conversations with a former or current Deloitte engagement team member, the Library has held discussions with Deloitte and obtained approval from the Audit and Finance Committee.
15. We have ensured that all non-audit services provided to the Library have been pre-approved by the Audit and Finance Committee. Further, we have adhered to all regulatory requirements regarding the provision of non-audit services by Deloitte to the Library in accordance with applicable laws, regulations and rules that apply to the Library, including the Audit and Finance Committee approval requirements.
16. We have ensured that all services performed by Deloitte with respect to this engagement have been pre-approved by the Audit and Finance Committee in accordance with its established approval policies and procedures.

Other matters

17. The Library has satisfactory title to and control over all assets, and there are no liens or encumbrances on such assets. We have disclosed to you and in the Financial Statements all assets that have been pledged as collateral.
18. We have disclosed to you all liabilities, provisions, contingent liabilities and contingent assets, including those associated with guarantees, whether written or oral, and they are appropriately reflected in the Financial Statements. As appropriate, these items have been disclosed and accounted for in the Financial Statements in accordance with PSAS.
19. We have disclosed to you, and the Library has complied with all aspects of contractual agreements that could have a material effect on the Financial Statements in the event of noncompliance, including all covenants, conditions or other requirements of all outstanding debt.
20. We have disclosed to you all the documents that we expect to issue that may comprise other information, in the context of *CAS 720, The Auditor's Responsibilities Relating to Other Information in Documents Containing Audited Financial Statements*.
21. The Library's accounting policies and their method of application have been applied on a basis consistent with that of the audited Financial Statements as of and for the year ended December 31, 2019.
22. The Library has identified all related parties in accordance with Section PS 2200, *Related Party Disclosures* ("Section 2200"). Management has made the appropriate disclosures with respect to its related party transactions in accordance with Section 2200.

Fair Value

23. With regard to the fair value measurements and disclosures of certain assets and liabilities, we believe that:

- a. The completeness and adequacy of the disclosures related to fair values are in accordance with PSAS;
- b. No events have occurred subsequent to December 31, 2020, that require adjustment to the fair value measurements and disclosures included in the Financial Statements; and
- c. They appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the Library when relevant to the use of fair value measurements or disclosures.

Management's Responsibilities

24. There are no instances of identified or suspected noncompliance with laws and regulations.

Assets

25. The Library has recognized all assets, which do not fall within the scope of other standards, only when the requirements in Section PS 3210, *Assets* have been met.

Contingent Assets

26. The Library has identified all contingent assets in accordance with Section PS 3320, *Contingent Assets* and when the occurrence of the confirming future event is considered likely, appropriately disclosed these items in the financial statements.

Contractual Rights

27. The Library has identified and disclosed all contractual rights that will result in both an asset and revenue in the future, once the terms of the contract or agreement are met, in accordance with Section PS 3380, *Contractual Rights*.

Inter-entity Transactions

28. The Library has recognized all transactions involving the transfer of assets or liabilities between public sector entities in accordance with Section PS 3420, *Inter-entity transactions*.

Accounts receivables

29. The Library is responsible for determining the appropriate carrying amount of accounts receivable, as well as estimates used to determine such amounts. Management believes that the carrying amounts recorded and disclosed are appropriate.

Employee Future Benefits

30. Employee future benefit costs, assets and obligations, as applicable, have been properly recorded and adequately disclosed in the Financial Statements including those arising under defined benefit and defined contribution plans as well as termination arrangements. We believe that the actuarial assumptions and methods used to measure defined benefit plan assets, obligations and costs for financial statement purposes are appropriate in the circumstances. Actuarial gains or losses have been amortized to the liability and the related expense in a systematic and rational manner over the expected remaining service life of the related employee group.
31. We have disclosed to you any intentions of terminating any of our pension plans or withdrawing from the multi-employer plan that could result in an effective termination or reportable event for any of the plans. We have disclosed to you any occurrences that could result in the termination of any of our pension or multi-employer plans to which we contribute.
32. We are unable to determine the possibility of a withdrawal liability in a multi-employer benefit plan.

Government Transfers

- 33. We have disclosed to you all correspondence relating to government transfers that the Library has had with the funding body.
- 34. We have assessed the eligibility criteria and determined that the Library is an eligible recipient for the government transfers received.
- 35. We have assessed the stipulations attached with the funding and have recognized the revenue in accordance with meeting the stipulations required.
- 36. All government transfers that have been recorded as deferred revenue give rise to an obligation that meets the definition of a liability. Those liabilities have been properly recorded and presented in the Financial Statements.

Tangible Capital Assets

- 37. Tangible capital assets have been recorded properly and consistently according to the standards in Section PS 3150, *Tangible Capital Assets*.
- 38. Contributed tangible capital assets have been appropriately recorded at fair value, unless fair value is not reasonably determinable, and in such case, have been recorded at an appropriate nominal value. All contributed tangible capital assets have been appropriately disclosed.
- 39. We have assessed the useful lives of tangible capital assets and have determined all tangible capital assets contribute to the Library's ability to provide goods and services and therefore do not require a write down.

Section 3260, Liability for contaminated sites

- 40. The Library was required to adopt Section PS 3260, *Liability for contaminated sites* effective for fiscal 2015 for the purposes of PSAS. Management has determined the impact of this standard on the year-end financial statements, and based on management's assessment, there is no impact on the adjustments for the December 31, 2020 PSAS Financial Statements of this standard.

Communicating a Threshold Amount

- 41. We understand that the threshold used for accumulating misstatements identified during the year was \$96,000 for purposes of Appendix A. Misstatements below this amount have been considered clearly trivial.

Yours truly,
The Calgary Public Library Board

Chae Jun, Controller

Mark Asberg, Chief Executive Officer

Appendix A
The Calgary Public Library Board
Summary of uncorrected financial statement misstatements
Year ended December 31, 2020

No uncorrected misstatements identified.

2020

ANNUAL REPORT



CALGARY
PUBLIC
LIBRARY

LETTER FROM THE CEO

DRAFT

Mark Haley

DRAFT

DRAFT

FINANCIAL STATEMENTS

Calgary Public Library



Auditor's Report

DRAFT

DRAFT

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Position
As at December 31,

| | 2020 \$ | 2019 \$ |
|---|------------|------------|
| FINANCIAL ASSETS | | |
| Cash | 9,232,405 | 6,432,090 |
| Accounts receivable (Note 3) | 613,925 | 672,761 |
| | 9,846,330 | 7,104,851 |
| LIABILITIES | | |
| Accounts payable and accrued liabilities (Note 4) | 4,272,182 | 3,363,039 |
| Deferred revenues and tenant deposits (Note 5) | 519,570 | 692,439 |
| | 4,791,752 | 4,055,478 |
| NET FINANCIAL ASSETS | 5,054,578 | 3,049,373 |
| NON-FINANCIAL ASSETS | | |
| Tangible capital assets (Note 6, Schedule 1) | 45,296,570 | 48,636,017 |
| Inventory | 58,664 | 92,913 |
| Prepaid assets (Note 7) | 2,299,666 | 1,620,697 |
| | 47,654,900 | 50,349,627 |
| ACCUMULATED SURPLUS (Note 8) | 52,709,478 | 53,399,000 |

The notes to the Financial Statements are an integral part of the Financial Statements.

On behalf of the Board

Member

Member

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Operations and Accumulated Surplus
As at December 31,

| | 2020 Budget \$ | 2020 Actual \$ | 2019 Actual \$ |
|--|----------------------|----------------------|----------------------|
| REVENUES | | | |
| City of Calgary (Schedule 2) | 53,307,720 | 50,357,099 | 52,482,374 |
| Province of Alberta (Schedule 2) | 7,165,208 | 7,187,537 | 7,564,626 |
| Federal Government (Schedule 2) | 34,542 | 32,619 | 138,667 |
| Fines | 1,030,603 | 255,809 | 1,028,135 |
| Rental revenue | 238,310 | 102,640 | 202,560 |
| Interest and other revenue | 749,136 | 678,362 | 866,819 |
| Grants and sponsorships (Note 14) | 1,756,721 | 1,415,140 | 3,752,406 |
| | 64,282,240 | 60,029,206 | 66,035,587 |
| EXPENSES | | | |
| Salaries and employee benefits | 40,560,659 | 33,912,644 | 39,731,139 |
| Collections | 6,054,646 | 7,513,191 | 6,037,405 |
| Building and equipment | 5,194,485 | 5,322,971 | 5,731,690 |
| General operating | 9,124,696 | 8,301,971 | 9,537,178 |
| Amortization | 6,473,561 | 6,317,157 | 6,726,998 |
| Occupancy costs | 1,697,261 | 1,658,193 | 1,674,537 |
| | 69,105,308 | 63,026,127 | 69,438,947 |
| DEFICIENCY OF REVENUES OVER EXPENSES - BEFORE OTHER | (4,823,068) | (2,996,921) | (3,403,360) |
| OTHER | | | |
| Write off of tangible capital assets | - | (11,760) | (8,677) |
| Government transfers for capital (Schedule 2) | - | 2,319,159 | 3,448,970 |
| (DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES | (4,823,068) | (689,522) | 36,933 |
| ACCUMULATED SURPLUS, beginning of year | 53,399,000 | 53,399,000 | 53,362,067 |
| ACCUMULATED SURPLUS, end of year | 48,575,932 | 52,709,478 | 53,399,000 |

The notes to the Financial Statements are an integral part of the Financial Statements.

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Cash Flows
As at December 31,

| | 2020 \$ | 2019 \$ |
|---|-------------|-------------|
| OPERATING | | |
| (Deficiency) Excess of revenues over expenses | (689,522) | 36,933 |
| Non-cash charges to operations | | |
| Amortization | 6,317,157 | 6,726,998 |
| Write off of tangible capital assets | 11,760 | 8,677 |
| Change in non-cash working capital (Note 11) | 150,390 | (1,450,725) |
| Cash provided by operating transactions | 5,789,785 | 5,321,883 |
| CAPITAL | | |
| Acquisition of tangible capital assets (Schedule 1) | (2,989,470) | (3,220,204) |
| Cash used in capital transactions | (2,989,470) | (3,220,204) |
| INCREASE IN CASH | 2,800,315 | 2,101,679 |
| CASH, beginning of year | 6,432,090 | 4,330,411 |
| CASH, end of year | 9,232,405 | 6,432,090 |

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Change in Net Financial Assets
As at December 31,

| | 2020 \$ | 2019 \$ |
|--|-------------|-------------|
| (DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES | (689,522) | 36,933 |
| Amortization of tangible capital assets | 6,317,157 | 6,726,998 |
| Change in inventory, prepaid assets and deposits | (644,720) | (80,497) |
| Acquisition of tangible capital assets (Schedule 1) | (2,989,470) | (3,220,204) |
| Write off tangible capital assets | 11,760 | 8,677 |
| INCREASE IN NET FINANCIAL ASSETS | 2,005,205 | 3,471,907 |
| NET FINANCIAL ASSETS (LIABILITIES), beginning of year | 3,049,373 | (422,534) |
| NET FINANCIAL ASSETS, end of year | 5,054,578 | 3,049,373 |

THE CALGARY PUBLIC LIBRARY BOARD
Schedule of Tangible Capital Assets
Schedule 1
As at December 31,

| | Materials | Building | IT Equipment | Furniture & Equipment | Work In Progress | Vehicles | 2020 \$ | 2019 \$ |
|--|-------------------|-------------------|------------------|-----------------------|------------------|----------------|--------------------|-------------------|
| COST | | | | | | | | |
| BALANCE, BEGINNING OF YEAR | 33,886,471 | 47,062,521 | 4,085,819 | 3,658,434 | 321,467 | 1,636,058 | 90,650,770 | 93,737,468 |
| Acquisition of tangible capital assets | 1,640,926 | 17,110 | - | - | 1,218,823 | 112,611 | 2,989,470 | 3,220,204 |
| Asset transfers | - | 659,911 | - | - | (659,911) | - | - | - |
| Disposal of tangible capital assets | (3,594,068)* | (53,610) | (19,162)* | -* | - | (89,295) | (3,756,135) | (6,306,901) |
| BALANCE, END OF YEAR | 31,933,329 | 47,685,932 | 4,066,657 | 3,658,434* | 880,379 | 1,659,374 | 89,884,105 | 90,650,771 |
| ACCUMULATED AMORTIZATION | | | | | | | | |
| BALANCE, BEGINNING OF YEAR | 17,342,429 | 20,240,313 | 1,907,838 | 1,654,281 | - | 869,893 | 42,014,754 | 41,585,980 |
| Annual amortization | 3,290,990 | 2,208,229 | 413,530 | 221,095 | - | 183,313 | 6,317,157 | 6,726,998 |
| Asset transfers | - | (41,851) | - | - | - | - | - | - |
| Accumulated amortization on disposals | (3,594,068)* | - | (19,162)* | -* | - | (89,295) | (3,744,376) | (6,298,224) |
| BALANCE, END OF YEAR | 17,039,351 | 22,406,691 | 2,302,206 | 1,875,376 | - | 963,911 | 44,587,535 | 42,014,754 |
| NET BOOK VALUE, DECEMBER 31, 2020 | 14,893,978 | 25,279,241 | 1,764,451 | 1,783,058 | 880,379 | 695,463 | 45,296,570 | 48,636,017 |
| Net book value, December 31, 2019 | 16,544,042 | 26,822,209 | 2,177,981 | 2,004,153 | 321,467 | 766,165 | 48,636,017 | |

* At the end of the life assumed
all assets were disposed.

THE CALGARY PUBLIC LIBRARY BOARD
Schedule of Government Transfers
Schedule 2
As at December 31,

| | 2020 Budget \$ | 2020 Actual \$ | 2019 Actual \$ |
|------------------------------------|----------------------|----------------------|----------------------|
| TRANSFERS FOR OPERATING: | | | |
| City of Calgary | 53,307,720 | 50,327,720 | 52,457,719 |
| City of Calgary Insurance Proceeds | - | 29,379 | 24,655 |
| Provincial Government | 7,165,208 | 7,187,537 | 7,564,626 |
| Federal Government | 34,542 | 32,619 | 138,667 |
| | 60,507,470 | 57,577,255 | 60,185,667 |
| TRANSFERS FOR CAPITAL: | | | |
| City of Calgary | - | 2,319,159 | 3,448,970 |
| TOTAL GOVERNMENT TRANSFERS | 60,507,470 | 59,896,414 | 63,634,637 |

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended December 31,

The Calgary Public Library Board (the "Library") is constituted under the Libraries Act of the Province of Alberta. It operates a system of twenty community libraries and the Central Library in The City of Calgary ("The City").

1. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared by management in accordance with Canadian Public Sector Accounting Standards ("PSAS"). The Library's significant accounting policies are:

Basis of Accounting

- i) The financial statements are prepared using the accrual basis of accounting.
- ii) Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues and are reliably measured and reasonably estimated.
- iii) Donated materials and services are recognized at fair value when a fair value can be reasonably estimated and when the materials and services are used in the normal course of the organization's operations and would otherwise have been purchased.
- iv) A substantial number of volunteers have made significant contributions of their time to the Library's program and supporting services. The value of this contributed time is not reflected in these financial statements.
- v) Insurance proceeds are recognized when received.
- vi) Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase of tangible capital assets. These funds are accounted for as deferred revenue until used for the purpose specified. Revenue is recognized in the period when the related expenses are incurred, and any eligibility criteria have been met and a reasonable estimate of the amounts can be made.
- vii) Expenses are recognized in the period the goods and services are acquired and a liability is incurred, or transfers are due.
- viii) Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at the transaction dates.

Financial Instruments

The Library's financial instruments, which include cash, accounts receivable, accounts payable and accrued liabilities, approximate their fair values due to their short-term nature and are recorded at cost. At December 31, 2020 and 2019 the Library had no outstanding debt. Management believes the Library's exposure to credit, interest or liquidity risk is not significant.

Use of Estimates

The preparation of financial statements in conformity with PSAS requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditure during the reporting period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates. Significant estimates include the estimates of useful lives and potential impairment of tangible capital assets, and accrued liabilities.

Management continues to assess the impact of the novel coronavirus ("COVID-19") and the governments' response to it on our services provided throughout our Library system. Portions of the financial results incorporate estimates from management that are subject to increased uncertainty due to the market disruptions caused by the COVID-19 pandemic. The amounts recorded in these financial statements are based on the latest reliable information available to management at the time the financial statements were prepared where that information reflects conditions as at the date of the financial statements. However, there is inherent uncertainty about these assumptions and estimates which could result in outcomes that require adjustments to the carrying amount of the affected assets or liabilities in the future.

Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

Deferred Revenue

Deferred revenue represents amounts received from third parties for a specified operating purpose which have yet to be performed. These amounts include funding for long term projects, which are restricted until used for the purpose intended. Deferred revenues are recognized as revenue in the period when the related expenses are incurred to reflect the completion of the Library's performance obligations.

Accounting Standards Effective Beginning On Or After April 1, 2022

Asset Retirement Obligations PS 3280 establish guidance on the accounting and reporting of legal obligations associated with the retirement of tangible capital assets. A liability for a retirement obligation can apply to tangible capital assets either in productive use or no longer in productive use.

Accounting Standards Effective Beginning On Or After April 1, 2023

Revenue PS 3400 establishes standards on how to account for and report on revenue. The standard provides a framework for recognizing, measuring and reporting revenues that arise from transactions that include performance obligations and transactions that do not have performance obligations. Performance obligations are enforceable promises to provide specific goods or services to a specific payor.

The Library continues to assess the impact of the above accounting standards. The extent of impact resulting from the adoption of these standards is not known at this time.

Accumulated Surplus/Deficit

Accumulated surplus/deficit represents the Library's net economic resources. It is an amount by which all assets (financial and non-financial) exceed liabilities. An accumulated surplus indicates that the Library has net resources (financial and non-financial) that can be used to provide future services. An accumulated deficit means that liabilities are greater than assets.

The accumulated surplus includes funds which have been designated for the replacement and upgrade of the Library's automated systems, facility refurbishment and major renovations, and the construction of new facilities. Note 8 provides a listing of all restricted and unrestricted amounts that form the accumulated surplus.

Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development, or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over the estimated useful life as follows:

| Major Category | Years |
|-------------------------|---------|
| Materials | 10 |
| Buildings | |
| Buildings | 10 - 75 |
| Leasehold Improvements | 5 - 25 |
| Furniture and Equipment | 5 - 25 |
| IT Equipment | 5 - 10 |
| Vehicles | 7 - 10 |

The Library does not hold title to any of the buildings that are included in the Schedule of Tangible Capital Assets. Legal title of these buildings is held with The City. The Library is the steward of the assets and has control over these assets. As such the value of these assets are recorded in these financial statements in the Library's role as steward, but not as title owner.

Work in progress represents assets which are not available for use and therefore are not subject to amortization.

Tangible capital assets are written down when there is permanent and measurable impairment in value and the tangible capital asset still exists.

During the year, the Library revisited the useful life of the automated materials handling machines and noted that a revision to the amortization policy from 8 to 10 years is required. The change to depreciation expense has been reflected in the statement of operations and accumulated surplus for year ended December 31, 2020.

Cultural and Historical Tangible Capital Assets

The local history collection is not recorded as a tangible capital asset but is disclosed (Note 6).

Inventory

Supplies held for consumption are recorded at cost.

Prepaid assets

Subscriptions, software annual maintenance contracts, and occupancy are recorded as prepaid assets and are recognized as an expense over the corresponding period of the service provided (Note 7).

Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred. During the years ended December 31, 2020 and 2019 the Library did not have any leases which were classified as capital leases.

2. CREDIT FACILITY

The Library has an unsecured revolving credit facility to a maximum of \$4,500,000. The interest rate on the facility fluctuates with the Royal Bank's prime rate per annum. The purpose of the credit facility is to ensure cash flow timing does not affect normal Library operations. It is not intended to be used as debt to fund additional Library operations. At December 31, 2020, the drawn balance of the facility was \$nil (2019 – \$nil).

3. ACCOUNTS RECEIVABLE

Accounts receivable are comprised of the following:

| | 2020 \$ | 2019 \$ |
|---------------------------------------|----------------|----------------|
| City of Calgary - Life Cycle Recovery | 237,808 | 198,081 |
| GST recovery | 122,573 | 259,150 |
| Other | 253,544 | 215,530 |
| TOTAL | 613,925 | 672,761 |

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities are comprised of the following:

| | 2020 \$ | 2019 \$ |
|--|------------------|------------------|
| Non-salary payables & accruals | 1,071,028 | 858,287 |
| Salary payables & accruals | 1,007,474 | 813,949 |
| Employee vacation pay accrual | 1,218,528 | 1,074,661 |
| Benefit & salary deduction payables, net | 975,152 | 616,142 |
| TOTAL | 4,272,182 | 3,363,039 |

5. DEFERRED REVENUES AND TENANT DEPOSITS

Deferred revenues are comprised of the funds noted below, the use of which are externally restricted. These funds are recognized as revenue in the period they are used for the purpose specified.

| | December 31 2019 \$ | Inflows \$ | Revenue Recognized \$ | December 31 2020 \$ |
|------------------------------|---------------------------|----------------|--------------------------|---------------------------|
| Program & Project agreements | 662,304 | 465,254 | (655,822) | 471,736 |
| Tenant Deposits | 30,135 | 25,656 | (7,957) | 47,834 |
| ENDING BALANCE | 692,439 | 490,910 | (663,779) | 519,570 |

6. TANGIBLE CAPITAL ASSETS (Schedule 1)

| Category (Net Book Value) | 2020 \$ | 2019 \$ |
|---------------------------|-------------------|-------------------|
| Materials | 14,893,978 | 16,544,042 |
| Buildings | 25,279,241 | 26,822,209 |
| IT equipment | 1,764,451 | 2,177,981 |
| Furniture and equipment | 1,783,058 | 2,004,153 |
| Work in progress | 880,379 | 321,467 |
| Vehicles | 695,463 | 766,165 |
| TOTAL | 45,296,570 | 48,636,017 |

The Library maintains a local history collection that is on permanent display on the fourth floor of the Central Library. The collection is not recorded as a tangible capital asset in the financial statements and is not amortized.

7. PREPAID ASSETS

Prepaid assets are comprised of the following:

| | 2020 \$ | 2019 \$ |
|---------------------------------------|------------------|------------------|
| Occupancy | 76,438 | 75,887 |
| Software annual maintenance contracts | 1,531,105 | 794,104 |
| Subscriptions | 643,439 | 605,180 |
| General | 48,684 | 145,526 |
| TOTAL | 2,299,666 | 1,620,697 |

8. ACCUMULATED SURPLUS

Accumulated surplus consists of designated amounts and equity in tangible capital assets as follows:

| | 2020 \$ | 2019 \$ |
|-----------------------------------|-------------------|-------------------|
| Operating fund | 5,149,282 | 3,200,997 |
| Capital fund | 2,263,626 | 1,561,986 |
| Equity in tangible capital assets | 45,296,570 | 48,636,017 |
| TOTAL | 52,709,478 | 53,399,000 |

Equity in tangible capital assets consists of the following items:

| | 2020 \$ | 2019 \$ |
|---------------------------------------|-------------------|-------------------|
| Tangible capital assets (Schedule 1) | 89,884,105 | 90,650,771 |
| Accumulated amortization (Schedule 1) | (44,587,535) | (42,014,754) |
| TOTAL | 45,296,570 | 48,636,017 |

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9. CONTRACTUAL RIGHTS

Contractual rights are rights of the Library to economic resources arising from contracts or agreements that will result in both assets and revenues in the future when the terms of those contracts or agreements are met. Currently contractual rights are comprised solely of the rental revenue for space at the Central Library.

Estimated amounts that will be received or receivable in future years are as follows:

| | Year \$ | Rental Revenue \$ |
|--------------|------------|----------------------|
| | 2021 | 257,810 |
| | 2022 | 261,060 |
| | 2023 | 234,795 |
| | 2024 | 26,000 |
| TOTAL | | 779,665 |

10. COMMITMENTS

Minimum lease payments for Library locations and equipment under operating leases in future years are as follows:

| Year | \$ |
|---------------------|------------------|
| 2021 | 1,032,000 |
| 2022 | 958,000 |
| 2023 | 798,000 |
| 2024 | 600,000 |
| 2025 | 613,000 |
| 2026 and thereafter | 993,000 |
| TOTAL | 4,994,000 |

The Library has an electricity fixed price contract ending June 30, 2021 and a natural gas fixed price contract ending August 31, 2021. The Library also has a fixed price thermal energy services agreement for the Central Library with a term ending August 31, 2037. All three of these contracts guarantee energy prices but do not commit the Library to any fixed payments or volumes. Capital commitments for major capital projects amount to \$686,929 at December 31, 2020 (\$550,117 at December 31, 2019). Operating commitments amount to \$693,798 at December 31, 2020 (\$628,635 at December 31, 2019).

11. CHANGE IN NON-CASH WORKING CAPITAL

The change in non-cash working capital consists of the following items:

| | 2020 \$ | 2019 \$ | Change \$ |
|---|------------|------------|----------------|
| Accounts receivable | 613,925 | 672,761 | 58,836 |
| Accounts payable and accrued liabilities | 4,272,182 | 3,363,039 | 909,143 |
| Deferred revenues and tenant deposits | 519,570 | 692,439 | (172,869) |
| Inventory | 58,664 | 92,913 | 34,249 |
| Prepaid assets | 2,299,666 | 1,620,697 | (678,969) |
| CHANGE IN NON-CASH WORKING CAPITAL | | | 150,390 |

12. INTER-ENTITY TRANSACTIONS

- i) Related party transactions include transactions with entities outside the reporting entity where a member of the Library's key management personnel, or their spouse or dependent, is key management personnel of the counterparty to a transaction with the Library. As key management personnel, they govern or share the power for the ongoing financial and operating decisions of that counterparty.

Key management personnel of the Library are those individuals having authority and responsibility for planning, directing and controlling the activities of the Library. The Library has controls in place to ensure that the key management personnel do not enter into transactions with related parties. For 2020 there were no material transactions between related parties which occurred at a value different from that which would have been arrived at if the parties were unrelated.

- ii) The Library conducts transactions with The City in the normal course of business: Accounts receivable from The City at December 31, 2020 are \$237,808 (2019 - \$203,787), prepaid assets are \$58,752 (2019 - \$117,504), and accounts payable and accrued liabilities are \$90,455 (2019 - \$96,998).
- iii) During 2020, the Library recovered expenses related to the Central Library in the amount of \$221,900 (2019 - \$233,780) from CMLC. As at December 31, 2020 accounts receivable included \$nil (2019 - \$nil) due from CMCL, and accounts payable included \$nil (2019 - \$nil) due to CMLC.
- iv) The City provides space to the Library under many occupancy models. During 2016 a new arrangement for managing multi use facilities constructed by The City came into existence. The Library will be included in many of these new complexes. Prior to occupancy, The City (The Landlord) enters into a leasing agreement with a third party (Lessee) to manage and operate the entire facility. The Lessee then enters into a separate sublease, as the Sublandlord, with each of the occupants. The sublease contains many of the obligations of the original lease. One of these conditions is the establishment of an asset management reserve fund to be held and used by the Sublandlord to meet common area systems life cycle maintenance needs as they arise. As the reserve is depleted each tenant will be required to replenish the fund, using the formula of the original contribution. The Library (Sublessee) expenses the amount (as building and equipment expense) in the year of payment because the sublease stipulates that any remaining funds at the expiry date or the earlier termination of the sublease will be the property of The City. However, the funds will remain intact for many years until life cycle needs start and the actual building expense are incurred. The following table describes the amounts that were contributed by the Library (as Sublessee) to the asset management reserve fund and the balance being held in the fund at the end of the year.

| Location | Sublandlord | Sublease Commencing Year | Sublease Term (Years) | Opening Balance January 1, 2020 | Amount Contributed | Amount Withdrawn | Balance Remaining December 31 2020 |
|---------------------------------------|-------------|--------------------------------|-----------------------------|--|-----------------------|---------------------|---|
| | | | | | \$ | \$ | \$ |
| Quarry Park Recreation Facility | YMCA | 2016 | 25 | 96,200 | - | - | 96,200 |
| Seton Recreation Facility | YMCA | 2019 | 25 | 59,500 | - | - | 59,500 |
| | | | | 155,700 | | | |
| TOTAL | | | | | - | | 155,700 |

These transactions are recorded at the exchange amount, which represents the amount agreed to by both parties.

13. LOCAL AUTHORITIES PENSION PLAN

The Library participates in the Local Authorities Pension Plan (LAPP). This pension plan is a multi-employer defined benefit pension plan that provides pensions for the Library's participating employees, based on years of service and earnings.

The pension expense recorded in these financial statements as salaries and employee benefits expense represents the Library's annual contributions of \$1,838,437 in 2020 (2019 - \$1,973,581). All full-time staff employed by the Library are members of the LAPP after a qualification period.

The LAPP was in a surplus position of \$7.9 billion in 2019, a decrease from a surplus position of \$3.47 billion in 2018. The surplus applies to the entire plan and the Library's portion of the surplus cannot be determined. The 2019 information is provided as the most recent information was not available at the time of preparing the financial statements.

LAPP consists of over 162,787 active members. The City's active plan membership represents approximately 8.0% of which the Library portion is approximately 0.18% as at December 31, 2019.

14. CALGARY PUBLIC LIBRARY FOUNDATION

The Calgary Public Library Foundation (the "Foundation") financial statements are not consolidated with the Library as the Foundation is an unrelated independent organization. The Foundation was established in 1999 and operationalized in 2000. It is a stand-alone charity registered with the federal and provincial governments. The purpose of the Foundation is::

- To raise funds for the Library; and
- To assist the Library in providing the highest possible level and quality of service to the customers of the Library.

During fiscal 2020, the Library recognized \$1,415,140 (2019 - \$3,752,406) grants & sponsorships revenue from the Foundation and recorded \$471,736 in deferred revenues (2019 - \$362,012). The revenue recognized includes an in-kind donation of \$61,206 (2019 - \$255,858), relating to arts and culture passes, of which the related expense is recorded in general operating expenses. At December 31, 2020, the Library contributed \$300,000 (2019 - \$400,000) to the Foundation. This is included in the Library's financial statements in general operating expenses. The Library will commit \$nil to the Foundation in 2021. The Library also contributed an in-kind donation of \$23,737 (2019 - \$26,847) to the Foundation relating to occupancy costs and general operating expenses for the Central Library Building.

15. BUDGET

The budget amounts presented throughout these financial statements are based on the operating and capital budgets approved by the Board of Directors of the Library and The City Council.

Calgary Public Library Foundation Update

March 24, 2021

Highlights

- Our January Direct Mail, which focused on Digital Equality has garnered more than \$44,000 in donations. There was a particularly strong response to our reminder emails, with more than \$14,000 in donations.
 - Average gift: \$110
 - Number of Gifts: 404
- The Boost Your Buy initiative on Library Store has had a successful launch, selling out of our new Local Laundry sweatshirts three times over and raising \$6,868 (inclusive of matching funds) to support technology loaning at the Library.
- In March, Boost Your Buy is supporting Wellness Desk and we have sold 67 jigsaw puzzles so far - proceeds from all puzzles sold in March will be matched by a donor.
- Our February 10 Town Hall focused on Digital Equity. More than 170 people registered, and we received a number of donations post-event in support of laptop loaning and other technology support at the Library.
- Our first Virtual Locked Library raised more than \$27,000. From noon to midnight on February 14th, more than 600 teams tried to crack the code of the secret-agent-themed event.
- We had more than 216 individuals registered for the Wellness Desk Town Hall held on Tuesday, March 23.
- New major gift proposal conversations underway with donors/prospects for the following projects: Human Rights & Holocaust Education, Bill Ptacek Innovation Fund, Digital Equity, Wellness Desk and Teen Programming
- New, encouraging discovery major gift meetings with two charitable Foundations and two corporate prospects.
- Plans for enhanced Legacy Giving Program underway. Positive meeting with one financial planner towards developing a network of Legacy giving influencers.
- One new confirmed Legacy gift (Collections Fund) and confirmation of an existing Legacy donor increasing their gift in will from 40% to 70% of their respective estate.

Upcoming

- **April 7** – Library Giving Day and Town Hall: A Year in Review featuring Sarah Meilleur
- **April 8** - My First Bookshelf Program presentation to organization with Kristen Duke, Service Design Lead
- **April 13 (TBC)** - Virtual Legacy Event
- **May 18** - Library Foundation AGM
- **May 18** - Direct Mail focused on Collections lands in mailboxes
- **May 25 (TBC)** - Town Hall: Collections