

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, May 26, 2021
Online via Microsoft Teams



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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 May 2021

Leadership Transition

In early April, Calgary Public Library announced that Sarah Meilleur, previously Director of Service Delivery, would be stepping into the role of Interim CEO following the departure of Mark Asberg. Staff and partners have been very supportive of the transition and await further updates related to the search for the permanent CEO.

Government Relations

On April 6, the Government of Alberta announced enhanced public health measures to slow the spread of COVID-19, including the closure of libraries for in-person services as of April 7. Calgary Public Library quickly pivoted to the established curbside service model at all locations, with the exception of Rocky Ridge, and was able to continue regular hours of service to better meet community needs. With increasing cases of COVID-19 and more members of the community self-isolating as a result, the Library launched Home Delivery Service on May 4, providing an option for custom book bags to be couriered to community members, particularly those providing at-home learning for children.

The Library submitted our annual Civic Partner and Audit Report to the City of Calgary and will be presenting to the Standing Policy Committee on Community and Protective Services on May 27. Highlights of the report include customer satisfaction with the Library results at 96%, over 90,000 children attending early literacy programs both virtual and online, and community members continuing to attribute a strong sense of belonging thanks to the Library. In addition to performance measures, the Library also included information on new services and programs developed to meet community needs during the pandemic and noted that the need for Library services continues to grow.

As mentioned in the January Operational Report the Solutions for Achieving Value and Excellence Program (SAVE) at the City of Calgary has a goal for finding more than \$50 million in savings for the 2022 fiscal year. SAVE has reached out to the Library to explore a potential business case for shared services. The Library already has established relationships with City of Calgary departments to support cost efficiencies in a range of areas, including hardware procurement, licensing opportunities, and security support to name but a few. We have reached out to several other library systems in North America to better understand their shared services agreements with their respective municipalities, including those that have worked with the same consultants responsible for the SAVE program. As always, the Library remains open to opportunities to collaborate with partners to seek cost efficiencies, while keeping the unique governance structure and autonomy of libraries, along with the ability to be nimble and responsive to community needs, top of mind.

The Calgary General Election will take place on Monday, October 18, and as election campaigning begins, the Library is developing programming and resources to support civic engagement across the communities we serve. More information on these community strategies will be forthcoming, including the results of the Library's collaboration with the Calgary Local Immigration Partnership's (CLIP) election strategy committee. All initiatives must be in line with our Political Use of Library Space policy and in keeping with guidelines from the City's Ethics Office.

The CEO's office will be providing all current councillors and candidates with information on community libraries in their respective wards and general information on the services and impact of the Library. The Library is available to provide public information to all parties and is looking forward to maintaining strong relationships with Council.

Operational Highlights

Operational Response to the Pandemic

Library Hotline remains a constant source of service and support for members during the changes in services due to public health measures. In March, Library Hotline responded to 3,863 questions via chat, email, and phone and with the closure in April, this increased to 7,246 questions, which represents an average of over 250 per day.

Curbside Holds remain a popular and well-used service system-wide, with some locations experiencing significant growth. For example, pick-ups have increased tenfold at Forest Lawn Library since the initial launch, with staff noting the impact of word-of-mouth promotion in this community.

2021 Strategic Initiatives

The Library remains committed to developing a strong foundation for Equity, Diversity and Inclusion (EDI) initiatives. On April 14, the Executive Leadership Team and two Board members took part in a planning session hosted by the Canadian Centre for Diversity and Inclusion (CCDI) to help clarify the why, what, and how of EDI initiatives and potential approaches. On April 21, managers across the system took part in a session to review EDI definitions and dimensions, mitigating bias and the business case for diversity. These foundations are the beginning of the work to develop the Library's Equity, Diversity, Inclusion and Anti-Racism Strategy.

While the Elders' Guidance Circle at Central Library remains closed, the Library remains committed to providing virtual opportunities for connection and Truth and Reconciliation. Earlier this month, Elders took part in virtual conversations around oral histories of the East Village, the sixties scoop in Kainai Nation, local Indigenous playwrights, traditional and contemporary uses of bison bones and the storytelling process and ways that children can build connections with the natural environment from a Stoney Nakoda perspective. A virtual Indigenous beading class was launched and received great feedback.

"I love beading so much and was so inspired by this class that I've started actively pursuing beading and made a pair of earrings to match the medallion I made for the class... I am so grateful for the opportunity to take this class and become reconnected with a traditional Indigenous craft."



The Library continues to see demand for job skill training and career supports. The virtual Job Desk program has been increased to six days a week and continues to provide support with job search, resume writing, cover letters and interview skills. Our Career Coaches provided one-on-one support

to over 90 patrons and we have added two new career workshop series each month, to build on the basics including “Managing Conflict and Networking during a Pandemic”, “Finding and Doing Independent Work” and “Career Pivots during a Pandemic”.

From an early literacy perspective, the Library plans to activate outdoor spaces at locations across Calgary in the coming months – pending public health restrictions – to engage with patrons through Library-led or externally-presented outdoor programming, informal self-directed activities, staff-guided pop-up activities, and outreach.

Collections worked collaboratively with a vendor to develop a public version of a commercial educational resource to increase access to high-quality coding resources for youth across the city. CodeCombat is a self-paced curriculum-aligned coding game aimed at children nine years and up, intended to teach coding in two of the most popular languages, Python and JavaScript. The game teaches coding, trial-and-error learning, critical thinking and creativity as players play and construct the game; it is a timely acquisition given the online learning environment at present.



The popular annual Ultimate Summer Challenge (USC) for kids and teens is back, and this year it is out of this world. USC will respond to shifting public health restrictions through a “digital first” approach through Beanstack and virtual events for kids and teens. Families with kids ages 0 – 17 can look forward to hundreds of exciting space-themed activities and programs to keep them learning and having fun from June 1 to August 31. USC has been specifically designed to support literacy and address “summer slide” — the tendency for kids to lose some of the gains they made in the previous school year — through resources to set kids up for learning success when school returns.

Kids and families can track their reading through USC maps, which are available for pick-up at all locations via curbside service or they can download directly online. Virtual programs with community partners are interactive and explore STREAM (Science, Technology, Reading, Engineering, Arts and Math) subjects and the grand prizes are better than ever with custom storybooks, activity kit subscriptions and technology such as iPads and Chromebooks. Registration is free and available at calgarylibrary.ca/summer.

From an operational perspective, the Library’s IT team is in the process of rolling out Microsoft Teams Telephony system-wide, which includes the transition from desktop VOIP phones to soft phones that run through staff computers. This implementation will enable greater efficiency and flexibility in internal and external communications. The roll-out is complex, and the IT team has been responsive,

innovative, and supportive throughout. The initial training along with the lunch and learn supports have been very successful in supporting this transition.

The Communications Department recently expanded to include a dedicated Production Team. This pilot project was developed in response to the increase in original content that the Library produces, including learning resources and recorded and live-streamed programming. The Production Team will work alongside the Marketing Team to support programming needs and extend the visitor experience across digital platforms, while maintaining brand standards.



Community Partnerships and Library Connections

As a part of the Library's commitment to collaboration, May has involved meetings with many influential community partners to better understand the impact of COVID-19 on their operations and what community needs they are seeing and experiencing. This has created the opportunity to highlight the work of the Library and how we can support our partners and the communities they serve. Examples include conversations with Calgary Stampede on collaborative Indigenous programming, outdoor play and activities planned for summer that support Tourism Calgary's upcoming staycation campaign, and ongoing support to the Glenbow, Arts Commons, and the Calgary Downtown Association with capital projects that contribute to advancing the Greater Downtown Strategy.

The Canadian Urban Libraries Council (CULC) hosted their semi-annual forum in May, which included a presentation by James Turk, from the Centre for Freedom of Expression at Ryerson University, focused on intellectual freedom in libraries. These discussions are top of mind for libraries in Canada and the United States and ULC is continuing the conversation through their virtual forums.

Other libraries are also continuing to seek out advice from Calgary, including Saskatoon with their new building project, Multnomah County with an RFP out for new community library renovations and new builds, and the State Libraries of Victoria in Australia have invited the Interim CEO to participate in a panel conversation for their annual conference on Designing Libraries.

Staff Support and Engagement

The health and safety of our staff remains our top priority as we continue to manage the challenges of COVID-19 and evolving public health restrictions. The movement of more work to remote working models has reduced overall capacity on-site to support physical distancing, and the Library updated guidelines following closure to ensure staff can comfortably take breaks with ample distance.

The Library knows that these are stressful times for everyone in our community, including our staff. The HR team is available to help staff navigate the personal challenges of public health restrictions, such as childcare considerations, and all employees and members of their households can access free 24/7 counselling services through LifeWorks by Morneau Shepell.

The Employee Engagement Action Team (EEAT) also reconvened this month, welcoming new members, including the Interim CEO. EEAT reconfirmed shared values, discussed their motivation for joining the group, and participated in an ideation session focused on advancing the Library's shared commitment to equity, diversity, inclusion, and anti-racism.

Notes on Impact

One of the most rewarding parts of working at the Library is when we receive personal notes that demonstrate our impact on the community and appreciation for new initiatives. Here are two examples.

To celebrate the diversity of our staff and their cultural and religious beliefs, last month on the online employee recognition platform, our HR team posted the following message:

"To our Muslim co-workers and friends, may your holy month of Ramadan be a month full of blessings, and may peace, joy and hope fill your homes."

In response we received the following message from an employee:

"I want to thank you for your Ramadan message. I teared up when I saw Ramadan being recognized in the organization I work. I always participated in Ramadan in silence, as I wasn't sure how ppl will react when they found out my religion. But last year, after working at CPL for 4 years, I realized what an accepting and inclusive organization we are, so I started to reveal I participate in Ramadan this year, the Kudos post solidified that. Thank you 🍷"

Fish Creek Library received this hand drawn card from a family who wanted to express the impact the Library has had on their lives in the past year.



Saying 'thank you' does not come close to expressing how grateful we are for ALL of you at the Fish Creek Library.

Covid is crazy, and the library is our beacon of normalcy. From items on hold, to Build-a-Book-Bag, to a special bag for an almost Kindergarten kid, you all have gone above and beyond in providing amazing service: efficient, convenient and ALWAYS with kindness. Thank you all, for all you do. With gratitude, Melissa and Zachary

Approved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, April 7, 2021
5:30 pm

In Attendance:

Board

Sandy Gill (Chair)
Jocelyn Phu

Administration

Sarah Meilleur, *Interim CEO*
Heather Robertson, *Director, Service Design*

Regrets:

Haritha Devulapally
Crystal Manyfingers
Shereen Samuels

I. Treaty 7 Opening

Jocelyn Phu respectfully opened the meeting with the Treaty 7 land acknowledgement.

II. Review of Agenda

MOVED by Jocelyn Phu that the agenda be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Jocelyn Phu that the minutes of the March 3, 2021 Governance Committee meeting be approved as presented.

Carried unanimously

IV. Business Arising from Minutes

None.

Carried unanimously

V. Board Recruitment

A. Reappointment Candidates

The committee recognized that Jocelyn Phu is the sole Board member whose term will end in 2021 and who remains eligible for reappointment. As per the Board recruitment process, the Board Chair will invite confidential feedback from the other Board members on the re-appointment process before confirming the number of seats the Board needs to recruit for.

Task	Responsible	Deadline
Notify the Board Chair that Jocelyn Phu is eligible and willing to be reappointed for a second term beginning in 2021.	Administration	April 2021
Gather feedback from the Board regarding the reappointment of Jocelyn Phu.	Avnish Mehta, Board Chair	May 2021

B. Confirm Recruitment Strategy

Heather Robertson reviewed procedures for the Board recruitment process and confirmed that five new candidates must be sought to provide sufficient candidates and alternates for the two vacancies left by Avnish Mehta and Shereen Samuels as well as for Jocelyn Phu seeking reappointment.

Robertson advised that the executive search firm used in prior Board member searches is still under contract with Calgary Public Library until the end of 2021. The committee was advised that, in the event they wished to secure a new search firm, the procurement process would need to begin immediately to allow sufficient time for the recruitment process. As only two committee members were in attendance, those present requested that Administration circulate a request for feedback from the remaining committee members to gain consensus before proceeding with the existing firm.

A skills matrix used in last year's search will be included in the May Board agenda to be reviewed, understood, and approved by the Board.

Task	Responsible	Deadline
Circulate a request for feedback regarding the past performance of the search firm used in 2020.	Administration	April 2021
Include the Board skills matrix document in the May Board agenda.	Administration/ Sandy Gill	May 2021

C. Board Recruitment Special Committee

The committee agreed to formally approve the creation of the 2021 Special Board Recruitment Committee with membership to be determined after Administration circulates a request for volunteers.

Task	Responsible	Deadline
Circulate a request for volunteers to join the 2021 Special Board Recruitment Committee.	Administration	April 2021

MOVED by Sandy Gill that a Special Board Recruitment Committee be created to recruit two new proposed candidates and three alternate candidates eligible for appointment in 2021.

Carried unanimously

VI. Bylaws, Policies & Processes

A. Team Charter

The committee reviewed the 2020 draft Team Charter and determined that the current document will require some revision before it can be approved by the Board.

Task	Responsible	Deadline
Draft a revised 2020 Team Charter and submit to the Governance committee for review.	Jocelyn Phu	May 2021

B. Virtual Meeting Best Practices

The committee reviewed best practices recommended by Myke Atkinson during the Board retreat and discussed how best to incorporate the suggestions into existing Board documentation. The committee asked Administration to incorporate the suggestions into the Introduction to Chairing Meetings document, then forward the draft to Jocelyn Phu for review before the next Governance committee meeting.

Task	Responsible	Deadline
Incorporate suggested virtual meeting best practices arising from the Board retreat into the Introduction to Chairing Meetings document.	Administration; Jocelyn Phu	May 2021

VII. 2020-2021 Workplan Review

The committee determined that no changes are needed to the workplan at this time.

VIII. Other business

A. Board and Community Library Connections

Following a discussion held during the March Board meeting regarding the Board and Community Library Connections program (Board Buddies), the committee discussed the ways in which responsibility is shared between the Strategy & Community committee with regards to advocacy and the Governance committee with regard to new member orientation.

Jocelyn Phu, as a member of both the Governance and Strategy & Community committees, will ask the latter for direction and clarification on the program to allow Governance to ensure it is appropriately communicated during the orientation process.

MOVED by Sandy Gill that the Board and Community Library Connections program be brought forward by Jocelyn Phu at the April 14, 2021 meeting of the Strategy & Community Committee for further direction and clarification in support of Board Orientation.

Carried unanimously

Task	Responsible	Deadline
Address the Strategy & Community committee to request additional information and direction in how the Governance committee should best communicate the objectives and other elements of the program.	Jocelyn Phu	April 2021

IX. Adjournment

MOVED by Sandy Gill that the meeting be adjourned at 6:25 pm.

Transcribed by Amanda Robertson

Sandy Gill
Chair

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

In Attendance:

Board

Sandy Gill (Chair)
Jocelyn Phu
Haritha Devulapally
Crystal Manyfingers
Shereen Samuels
Sheeba Vijayan

Administration

Sarah Meilleur, *Interim CEO*
Heather Robertson, *Director, Service Design*

Regrets:

None.

I. Treaty 7 Opening

Shereen Samuels respectfully opened the meeting with the Treaty 7 land acknowledgement.

II. Review of Agenda

MOVED by Crystal Manyfingers that the May 5, 2021 agenda be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Haritha Devulapally that the minutes of the April 7, 2021 Governance Committee meeting be approved as presented.

Carried unanimously

IV. Business Arising from Minutes

A. Board and Community Library Connections Update

The committee discussed whether the Board and the Library's Service Delivery managers have a shared understanding of the intention of the Board and Community Library Connections ("Board Buddies") program. Some of the Board view the program as being more of an orientation tool to assist new Board members in learning the intricacies of the Library system, while others view the program primarily as a tool for facilitating advocacy work with City Council and other external

stakeholders. It was also acknowledged that, as a result of the pandemic, limited opportunities to visit library locations and participate in on-site events had made it challenging to implement the buddy program as it had been in the past. Because of this uncertainty and in recognition of the Strategy and Community Committee's jurisdiction over advocacy matters, the Governance Committee will again ask that a member sitting on both committees initiate a conversation at the May 11, 2021 Strategy and Community meeting to suspend the program until a further review can be completed of the program within the S&C workplan.

Task	Responsible	Deadline
Address the Strategy and Community Committee regarding the Board Buddies program and request a recommendation to temporarily suspend the program until a thorough review, of the program can be completed.	Jocelyn Phu	May 2021

B. Board Succession Planning Update

Sandy Gill advised Administration for the record that the Board had discussed ideas to enhance the existing succession planning strategy at the March Board retreat. During that discussion, the Board had decided not to make any changes at this time.

V. Board Recruitment

A. Confirmation of Board Recruitment Special Committee

Sandy Gill confirmed the appointment of Haritha Devulapally, Jocelyn Phu, and Andrew Rodych as members of the Board Recruitment Special committee. The special committee had their first meeting in April.

B. Reappointment Candidate Update

Sandy Gill confirmed that Jocelyn Phu remains the only candidate up for reappointment. The Board Chair's work is ongoing in confirming Phu's eligibility for reappointment.

C. Search Consultant Update

Sandy Gill advised that she and special Board Recruitment committee member Andrew Rodych will be meeting with Pekarsky on Friday, May 7 to begin discussions about the 2021 recruitment process.

D. Skills Matrix Review

The committee reviewed a skills matrix last used by the Board in 2016 and provided updated verbiage to support the goals of the 2021 special Board Recruitment committee. The committee asked that resilience, leadership, and governance experience be added to the lists of relevant skills and that government, political, corporate, and philanthropic categories be ranked higher in the Social/Relational Capital section of the document.

The committee agreed that the Board should have an opportunity to provide feedback on the first section of the document containing the lists of skills, qualities, and experience needed on the Board. The committee asked that Administration circulate the document to the Board for additional feedback as well as each individual's self-assessment in the matrix section of the document.

Task	Responsible	Deadline
Update the Skills Matrix as specified by the committee, obtain approval from the Governance Committee chair, then circulate to the Board for individual self-assessment and feedback.	Administration	May 20, 2021

MOVED by Jocelyn Phu that the Skills Matrix be circulated to the Board for feedback and self-assessment before the May 26, 2021 meeting of the Calgary Public Library Board.

Carried unanimously

VI. Bylaws, Policies & Processes

A. Team Charter

Jocelyn Phu, having reviewed the Team Charter first drafted in 2020, recommended that it be shared with the Board for approval as-is. The committee discussed whether individual accountability and contributions belonged in the Team Charter, however they determined that these facets were best reflected in the Introduction to Chairing Meetings document addressed in Item VI. B.

MOVED by Jocelyn Phu that the Team Charter be recommended to the Calgary Public Library Board for review and acceptance.

Carried unanimously

B. Virtual Meeting Best Practices

The committee reviewed the Introduction to Chairing Meetings document, which had been revised after the April 7, 2021 meeting to include two additions from Myke Atkinson's recommendations made at the Board Retreat. The first, a recommendation to pre-assign land acknowledgments, was met with approval by the committee. The second was revised by the committee to read, "*At the discretion of the Chair*, begin the meeting proceedings five minutes after the official start time to allow technology and connection issues to be resolved". Administration committed to make that revision before including the updated document in the materials for the May 26, 2021 meeting of the Calgary Public Library Board.

Task	Responsible	Deadline
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Revise the document as requested by the committee.	Administration	May 20, 2021
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MOVED by Jocelyn Phu that, subject to conforming revisions, the Introduction to Chairing Meetings document be recommended to the Calgary Public Library Board for review and acceptance.

Carried unanimously

VII. Board Self Evaluation Survey

Administration presented a discussion prompt to support the committee's work in assessing whether changes should be made to the annual self-evaluation survey. The committee reviewed a list of possible themes to address in the survey as well as those already addressed in the existing survey.

Category	Add or Carry Forward	Remove
People	Board Meetings Board Roles & Responsibilities Board Succession Planning Orientation & Ongoing Development	Board Structure
Work	Strategic Plan Advocacy Risk Oversight (Financial) Governance Oversight CEO Supervision & Oversight	
Culture	Leadership Culture & Dynamics Communication between Board Members Communication with ELT/Administration	Strategic Thinking

The committee asked Administration to provide a list of the existing questions during the June 2, 2021 meeting categorized by themes, with clear distinctions shown between the themes to be carried forward and those to potentially be removed from the survey, so that further review of specific questions could be completed.

Task	Responsible	Deadline
Provide a list of questions from the 2020 survey grouped by theme and with clear indications of whether that theme was chosen to be carried forward or removed.	Administration	May 26, 2021

VIII. 2021 Workplan Review

The committee determined that no additional changes are needed to the workplan at this time.

IX. Other business

A. Fall 2021 Board Retreat

Committee members discussed the possibility of a three-hour, virtual Board Retreat to be held later in 2021. The committee identified knowledge transfer, change management, and approaches to community advocacy as possible topics to address in a focused discussion outside of regular Board and committee meetings. The committee also acknowledged that, in considering a follow-up retreat and in light of the amount of work on the Board's plate in the 2021 Board year, the DI Policy work (including the facilitated session being planned for September) may need to be deferred to the next Board year. This will be discussed further at the June 2nd meeting.

MOVED by Sandy Gill that a proposed Fall 2021 Board Retreat be raised at the May 26, 2021 meeting of the Calgary Public Library Board for discussion and approval.

Carried unanimously

X. Adjournment

MOVED by Sandy Gill that the meeting be adjourned at 8:05 pm.

Transcribed by Amanda Robertson

Sandy Gill
Chair

**Calgary Public Library Governance Committee
Team Charter
May 26, 2021**

As a Library Board, appointed by the citizens of Calgary, through their City Council representatives for the purpose of governance and oversight of the Calgary Public Library, we commit to the following:

- Determining strategic direction of the organization, including the development of mission, vision and values statements.
- Ensuring that leadership determination of goals and objectives align with the strategic direction of the organization, including regular and ongoing evaluation of performance measures against strategy.
- Committing to the review and passing of the annual budget, and quarterly (or more frequently as determined by the Board) review of performance against budget.
- Developing and reviewing governance policies that provide direction to the Board and the CEO.
- Overseeing the work of the CEO and ensuring that regular evaluation of performance against goals set by the Board and CEO occurs.
- Representing the Library to the community and the community to the Library.

Further, because our work depends on cooperation and teamwork, we will:

- Strive to communicate directly, openly and honestly at all times and in all situations.
- Communicate concerns about other Board members actions (or lack thereof) to the Board member directly, and in the presence of the Board Chair and/or Vice-Chair.
- Strive to attend Board and committee meetings on an ongoing basis.
- Ensure that we speak to Board decisions as one voice, and do not represent our own views as Board views.
- Support the Board-elected chair, as requested.

CALGARY PUBLIC LIBRARY BOARD

INTRODUCTION TO CHAIRING MEETINGS

Updated: ~~September 2020~~ May 2021

THE ROLE OF CHAIR

As chair, you are essentially a traffic cop, ensuring that the meeting flows smoothly and effectively, that the work that is scheduled to be completed is completed, and that all committee members have had a chance to be heard and their perspective to be considered in the completion of the work.

Because the chair has so much influence – you prepare the agenda, after all – the chair should aim to speak only when necessary: to provide information or context, to manage meeting flow, to provide process or content clarity, to call for votes and confirm decisions and action items. The chair's goal should be to have all committee members participate as much as possible in all decisions.

PREPARING FOR THE MEETING

Be prepared to have answers to critical questions:

- Whose attendance is necessary? Is there a meeting quorum (minimum number of attendees), and will you be able to make quorum? If not, does the meeting need to be rescheduled or cancelled?
- What pieces of work are we scheduled to do at the meeting? (consult the committee workplan)
- What decisions need to be made at the meeting?

Develop the agenda together with the ELT liaison, and provide Library staff with sufficient meeting information for the package, so that participants can come prepared

The CEO's Office (Executive Assistants) connects with committee members as needed to gather information and contributions for the meeting packages based on previous meetings' action items. As chair, it's also a good practice to check in with leads on previous action items to ensure the work has been completed.

SETTING THE AGENDA

You will have as many agenda items as you feel can effectively be addressed during the previously determined meeting duration. You may choose to attach time limits on each item as a means of ensuring that the meeting is successfully completed during its time limits.

In addition to the individual pieces of work that you will place on the agenda each month, there are a few recurring items that are common on committee meeting agendas.

- Calling the meeting to order: This is the official beginning of the meeting, when the record of discussion begins, usually occurring as a combination of arriving at the scheduled time and quorum being reached.
- Approval of the agenda: this is an opportunity for meeting participants to ensure that the correct things are on the agenda for this meeting. This is an opportunity for voting

members to add items or change the order of items. They may not remove items, although items may be postponed or folded into other existing agenda items if appropriate.

- Approval of the previous meeting's minutes: this is an opportunity for meeting participants to ensure that the organization's record of its committee work is accurate. By reviewing the previous meeting minutes, all participants who were present are allowed to correct any mistakes in the record. If a current meeting participant was not present at the previous meeting, they are not allowed to comment on the accuracy of the record.
- Business arising from the minutes: Coming directly after approval of the previous meeting's minutes, this allows any topics that have arisen as a result of reviewing those minutes (and that are not already on the upcoming agenda) to be discussed.
- Any other business: coming at the end of the meeting agenda, this is a catch-all that allows any topics that were not officially added at the beginning of the meeting during approval of the agenda to be discussed.
- In camera: Optional during public meetings; allows meeting participants to discuss matters that have privacy, confidentiality or legal considerations (usually regarding human resources, and sometimes regarding developing financial matters) without the details of the discussion captured for the public record. Because we have an obligation to be as transparent as possible in our public responsibilities, in camera discussions should be employed carefully. During an in-camera discussion, staff and members of the public are required to leave. As an ex-officio officer of the organization, the CEO may be asked to stay.
- Adjournment: This is the moment when recording of the meeting and its business officially stops.

For each item on the agenda, the chair will confirm which meeting participant will introduce the discussion before the meeting begins.

DURING THE MEETING

Calgary Public Library Board meetings use a code of conduct called Roberts Rules of Order. There is an entire book which considers all of the possible nuances of what a chair may need to know in various circumstances. We use a fairly basic version of Roberts Rules, and you can consult with staff for support if complications arise during meetings.

QUORUM

Ensure that you have quorum, and that it is maintained throughout the meeting. If quorum is lost, the meeting is no longer considered a valid meeting, and decision-making capability is lost if the minimum number of attendees are no longer present. Quorum refers only to voting members, and does not include attending support staff including the CEO.

INTRODUCING A TOPIC FOR DISCUSSION (MOTIONS AND SECONDS)

All discussions and decisions are made using a system called moving and seconding. This ensures that everything the group discusses is a topic that at least two people in the room are interested in discussing. This mitigates the ability of individuals to hijack a meeting, as they need the support of at least one other person for a discussion to occur.

In formal Roberts Rules environments, every discussion begins with a motion. One person – usually the person with the most information or the person who most wants to discuss a particular

topic will make a motion, for example: “I move that we approve the financial reports for the previous quarter.” The chair will ask for somebody to second the motion. If a different meeting participant says “I second the motion”, then the topic is open for discussion. At this point, the mover will start the discussion with an explanation of why they made the motion, and other participants can engage in a discussion for as long as necessary. Once enough discussion has occurred, the chair will call for a vote.

The Calgary Public Library Board uses a much more informal, modified approach. Each agenda topic is introduced by the person who wishes to speak to it, and they provide a preamble or explanation of the topic. Many of the agenda items will be new information to the group, and it will not always be clear what actions or results are required or preferred, so this helps the group avoid unnecessary work to defeat undesirable motions. The group discusses each item until an agreed-upon action item or decision is arrived at. At this point, the chair will ask for a motion and a second, and move immediately to the vote.

During standing committee meetings, all items require a motion but not a second. All items still require a vote.

THE TYPES OF DECISIONS COMMITTEES CAN MAKE

1. Receive items for review – when senior staff want to share information about operational work that has happened or will happen, this information is usually brought to committees, and then the committee chair will bring the report forward to the Board to keep the Board informed.
 - The committee would then vote to formally receive the information.
2. Recommend items to the Board for review and / or approval (see below).
3. Any decision that the Board assigns to their authority, for example, the annual selection of an auditor falls to the Audit & Finance Committee as directed by the Board.

THE TYPES OF DECISIONS THE BOARD CAN MAKE

1. Receive for information – when senior staff want to share information about operational work that has happened or will happen, this information is usually brought to committees, and then the committee chair will bring the report forward to the Board to keep the Board informed. Operations are outside of the Board’s authority, so the Board receives a report for information.
 - Usually, the senior staff who is providing the report will present the report and answer questions.
 - Once discussion has occurred, the Board member who is sponsoring the report (usually a committee chair) will say: I move that the Board receive this report for information.
 - The Board chair will request a second.
 - When all questions have been answered, the Board chair will call the vote.
2. Approve a decision – when the Board has the authority to make a decision that directs the actions of the organization, the sponsor of the motion (usually a committee chair, or occasionally the CEO) will bring it forward to the Board
 - The committee chair or senior staff who is providing contextual information will present their report, explain their recommendation or motion, and answer questions.

- Once discussion has occurred, the Board member who is sponsoring the report will say: I move that the Board [name of recommendation/motion].
- The Board chair will request a second.
- When all questions have been answered, the Board chair will call the vote.

VOTING

All duly appointed Board members are voting members of both the Board and all standing committees. When the chair calls for a vote, all voting members are required to do one of three things: vote in favour of the motion, vote in opposition to the motion, or abstain from the vote. When the vote has been called, discussion is finished, so this is not an opportunity to continue to lobby for a particular position.

- Usually the chair will ask, “all those in favour (of the motion)?”, at which point, if a member agrees with the motion, they will cast their vote in the manner the chair has set (either verbally or through a show of hands).
- The chair will ask “any opposed?”, at which point, if a member disagrees with the motion they will cast their vote.
- The chair will ask “any abstentions?”, at which point, if a member wishes to go on the record as having not participated in the vote, they will cast their vote. A member may choose to abstain if there is some sort of conflict of interest that could be perceived as biasing their vote, or if they don’t want to be on record as supporting the motion but don’t wish to stand in the way of the work being completed. They may not abstain simply out of a desire not to make a decision.
- Once the Board has voted on a decision, the result is the decision of the entire Board. It is the obligation of Board members to support the work of the Board, including its decisions, even if they disagreed with the decision during debate.

POINTS OF ORDER OR POINTS OF INFORMATION

The Calgary Public Library Board doesn’t tend to use this language frequently, but the concepts are important. A point of order or a point of information can be called by any voting member at any time, and all discussion must stop until the issue has been dealt with.

- Point of Order has to do with the formal process of the meeting. If, for example, the chair forgot to ask for a second to a motion, a voting member may call “point of order” in the middle of the vote, and everything must stop, the point of order must be discussed and addressed, and only then will voting resume.
- Point of Information has to do with any voting member’s understanding of information during a discussion. If terms or concepts have not been fully explained, a voting member may call “point of information”, and all discussion must stop, the point of information must be clarified to the satisfaction of the member, and then the discussion will resume.

RELATED DOCUMENTS

- [Board Bylaws](#)
- [Robert’s Rules](#)
- [Robert’s Rules De-Mystified](#)

VIRTUAL BOARD MEETING PROTOCOLS (MICROSOFT TEAMS)

ROLES AND RESPONSIBILITIES

- Meeting Facilitator – Chair of the Committee / Board; facilitates the meeting
- Meeting Moderator – assigned by the Committee Chair at each meeting to monitor the chat and bring forward any questions.
- Meeting Administrator – Executive Assistants; set up and facilitate technology requirements for the meeting; complete meeting minutes; delete recordings / meeting chat as required.
- Land Acknowledgment – assigned by the Committee Chair, Board Chair, or Executive Assistant, this person will be notified in advance of the meeting that they have been nominated to provide a Treaty 7 land acknowledgment to open the meeting. The land acknowledgment may be performed by any attendee who does not belong to one of the Treaty 7 First Nations.

MEETING ADMINISTRATION

- The meeting will be initiated 10 minutes before the start time by the CEO admin team. Participants are encouraged to come a few minutes early so that any technical issues can be addressed

MEETING RECORDING

- The meeting will be recorded by a member of the CEO admin team and the Meeting Administrator will alert people to when the recording starts and the purpose for the recording.
- Recordings are only used as reference for completing minutes, and then deleted. The minutes become public record but not the recording.

MICROPHONE USE

- During the meeting, microphones should be muted unless speaking to minimize background noise interference.

CAMERA USE

- Unless otherwise specified by the Chair / Facilitator, please keep your camera on during the meeting. Being able to see everyone and respond to visual cues in discussion is helpful and creates a more welcoming and accessible meeting experience.
- Position your camera as close to eye level as possible.
- If you need to step away from the meeting or turn off your camera for a short time, leave a note in the chat letting other participants know.
- If you would like to, you can use the blur background so that people can focus on you, rather than what is behind you. Image backgrounds can also be used at participant's discretion.

CHAT

- The MS Teams chat feature is an option for general commentary and quick messages between participants. Chat messages will not be included in official meeting minutes and is not part of the public record of the meeting.
- Voting on motions, and meeting adjournment, and questions submitted through chat should be carried out by speaking, verbalized by the Meeting Moderator so that they can be included as part of the meeting minutes rather than using the chat feature.

GENERAL TIPS FOR MEETING ETIQUETTE

- At the discretion of the Chair, begin the meeting proceedings five minutes after the official start time to allow technology and connection issues to be resolved.
- When speaking try not to talk over one another.
- Take pauses to enable room for others to raise a question or make a comment.
- Use the raise the hand feature to signal that you would like to ask a question or make a comment. NOTE: If using this function, it is important to set this expectation at the beginning of the meeting so that everyone is aware of the process for discussion
- It is recommended that the Meeting Facilitator builds in a break. A best practice is to allow for a 5-minute break after 45-60 minutes.
- Try to mute other devices / apps while in the meeting in order to limit distractions.

OTHER RESOURCES

Get Started with Microsoft Teams From chatting and meetings to using teams and channels, Microsoft Teams makes it easy to work together. Perfectly suited for remote work, Microsoft Teams provides a centralized workspace for groups to communicate and collaborate online. This tutorial provides users with a foundation to use Microsoft Teams with confidence to maximize work from home productivity. (40 Minutes)

<https://www.youtube.com/watch?v=jKnV6H6wbNA>

CHAIRING CHEAT SHEET – COMMITTEE MEETING

	What needs to happen?	What you should say:
	Call the meeting to order	We have quorum; I call this meeting to order.
	Approve the agenda	Can I have a motion to approve the agenda? Call the vote: All in favour? Any opposed?
	Approve the previous meeting's minutes	Can I have a motion to approve the minutes of the last meeting? Call the vote: All in favour? Any opposed?
	Business arising from the minutes	Is there any business arising from the minutes?
	Recommend a report to the Board for information	Can I have a motion to send [name of report] to the Board for information? Call the vote: All in favour? Any opposed?
	Decide on a committee action item	Can I have a motion to [name of action item]? Call the vote: All in favour? Any opposed?
	Recommend an action to the Board	Can I have a motion to recommend [name of recommendation to the Board]? Call the Vote: All in favour? Any opposed?
	Any other business	Is there any other business?
	Go in camera	Can I have a motion to go in camera? Call the vote: All in favour? Any opposed?
	Rise out of camera and report	Can I have a motion to rise out of camera and report? Call the vote: All in favour? Any opposed You will read any successful motions into the record without further details
	Rise out of camera without reporting	Can I have a motion to rise out of camera without reporting? Call the vote: All in favour? Any opposed Nothing is read into the record
	Adjourn the meeting	Can I have a motion to adjourn? The meeting is adjourned (no vote)

CHAIRING CHEAT SHEET – BOARD MEETING

	What needs to happen?	What you should say:
	Call the meeting to order	We have quorum; I call this meeting to order.
	Approve the agenda	Can I have a motion to approve the agenda? Is there a second? Call the vote: All in favour? Any opposed?
	Approve the previous meeting's minutes	Can I have a motion to approve the minutes of the last meeting? Is there a second? Call the vote: All in favour? Any opposed?
	Business arising from the minutes	Is there any business arising from the minutes?
	Receive a report for information	Can I have a motion to receive [name of report] for information? Is there a second? Call the vote: All in favour? Any opposed?
	Approve a policy or course of action	Can I have a motion to approve [name of action item]? Is there a second? Call the vote: All in favour? Any opposed?
	Any other business	Is there any other business?
	Go in camera	Can I have a motion to go in camera? Is there a second? Call the vote: All in favour? Any opposed?
	Rise out of camera and report	Can I have a motion to rise out of camera and report? Is there a second? Call the vote: All in favour? Any opposed? *The chair will read any successful motions into the record without further details
	Rise out of camera without reporting	Can I have a motion to rise out of camera without reporting? Is there a second? Call the vote: All in favour? Any opposed? Nothing is read into the record
	Adjourn the meeting	Can I have a motion to adjourn? Is there a second? The meeting is adjourned (no vote)

Calgary Public Library Board Skills Matrix

The Calgary Public Library seeks to develop a Board of Directors that has a strategic combination of personal attributes, knowledge/expertise and competencies that ensure that our Board, as a corporate body, has a diversity of experiences, perspectives, information, connections, and skills to carry out its governing and volunteering functions.

The Governance Committee, in consultation with the full board, affirms or creates the ideal board profile. The Governance Committee then identifies the gaps in our recruitment matrix and recruits new board members to fill those gaps or to strengthen particular areas.

1. **Attributes:** We desire a board with a diversity of perspective. Diversity could include:
 - Residence throughout the city;
 - Age, including Next Generation leadership;
 - Race/Ethnicity
 - Gender/sexual orientation/LGBTQ
 - Education;
 - Socio-economic status and professional livelihoods.
2. **Intellectual Capital:** We need expertise essential to the Board's ability to ask critical questions and assess critical information in furtherance of its planning, program, stewardship and governing responsibilities. We have identified the following areas:
 - Facilitation skills;
 - Team builder;
 - Generative thinker;
 - Passionate for the mission of CPL;
 - Visionary;
 - Strong communicator;
 - Availability/capacity to work.
3. **Social/Relational Capital:** Our Board requires the ability to identify, develop relationships, build alliances, and networks and influence the contribution of talents and resources in support of CPL. The Board will have and use their connections to leverage resources in support of our strategic plan:
 - The Calgary community;
 - Government sector;
 - Political sector (local, regional and provincial);
 - Corporate sector;
 - Non-profit sector;
 - Philanthropic sector;
 - CPL staff/Foundation staff;
 - Academia;
 - Arts and cultural communities.

4. Skills and Competencies: We seek to build a board that, as a collective body, demonstrates essential competencies. To assist in creating those competencies, we need multiple board members who possess these desired competencies and who can nurture those competencies within the board. We have identified the following:

- **Governance:** Familiarity with the structures, mechanisms, processes and relations for decision-making in a public body; willingness to observe Board Bylaws and Policies
- **Mission and Values Lens:** An understanding and valuing of CPL's mission and values.
- **Strategic Thinking:** The ability to develop intelligent action to reach desired goals by engaging a systems perspective, testing hypotheses, learning from the past, seeking out and using data, creatively approaching opportunities, problems and solutions, understanding organizational implications of situations and events, seeing connections or pattern not obvious to others, and generating new insights.
- **Accountability:** To accept responsibility for actions, decisions, policies. To honour our obligations, to our public, our funders and other stakeholders, to be transparent and to accurately report, explain and accept responsibility for consequences of actions.
- **Institutional Memory:** Curiosity about and understanding of the history, processes and procedures of the CPL. Willingness to observe the bylaws and board-approved policies and procedures.
- **Leadership and Organizational Learning:** The desire to understand and to improve performance based on experience. Demonstrated resiliency and a willingness to set aside time for reflection, seek out data and expertise, identify knowledge gaps, learn from experience, be curious, scan the environment for her information, disseminate what has been learned, and integrate learning so it is broadly available and can be generalized to new situations. Competency in organizational and change management will assist.

5. Professional Backgrounds:

- Arts and culture
- Communications/marketing
- Finance and Risk Management
- Legal
- Building trades/professions
- Entrepreneurship
- Education
- Libraries
- Service sector
- Recreation
- Environment
- Health
- Government
- Broad based consulting

CPL Board Members Profile	Avnish Mehta	Shereen Samuels	Andrew Rodlych	Jocelyn Phu	Haritha Devulapally	Sandy Gill	Crystal Manyfingers	Sheeba Vijayan	Druh Farrell	Evan Woolley
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April 2021

Year first elected to Board	2011	2014	2017	2018	2019	2019	2020	2020	2010	2013
Current Term ends	2021	2021	2023	2021	2022	2022	2023	2023	2021	2021
Career / Work Focus (e.g. “Education”, “Law”, “Finance”, etc.)										
Home Library (nearest to home address)										

Work Sector Experience

(in which you have direct work experience or applied knowledge)

Accounting										
Financial Management										
Arts & Culture										
Communications/PR										
Community Relations										
Construction, Architecture, Planning										
Corporate/Business										
Cross Sectoral e.g. Broad-based consulting										
Education										
Environment										
Funding/Fundraising										
Government										

Law										
Libraries										
Nonprofit & Voluntary Sector										
Recreation										
Religion/Spirituality										
Social Services										
Skills										
Board / Governance										
Leadership										
Public Policy & Gov't Relations										
Management Experience										
Fund Development										
Developing/Maintaining Strategic Relationships										
PR, Marketing										
Accounting/Finance										
Legal										
Risk and Controls										
Strategic Planning										
Organizational Change Planning & Management										
Human Resources										
Information Technology										

Scale :



The level of experience is considered 'High' or substantial, e.g. several years of experience in a responsible role
Some' experience; not a defining role on the resume but worthy of mentioning
Little to no experience

Approved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Wednesday, April 14, 2021
5:30 pm

In Attendance:

Board

Crystal Manyfingers (Chair)
Jocelyn Phu
Andrew Rodych
Sheeba Vijayan

Administration

Sarah Meilleur, *Interim CEO*
Mary Kapusta, *Director, Communications*
Paul Lane, *Director, Corporate Services*
Heather Robertson, *Director, Service Design*
Shannon Slater, *Interim Director, Service Delivery*

Regrets:

Shereen Samuels

Guests:

Trevor Myers, *Business Analyst, Corporate Services*

I. Meeting Opening

Mary Kapusta respectfully opened the meeting with a Treaty 7 land acknowledgement.

II. Review of Agenda

MOVED by Jocelyn Phu that the agenda for April 14, 2021 be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Sheeba Vijayan that the minutes of the March 9, 2021 meeting be approved as presented.

Carried unanimously

IV. Business Arising

None.

V. Inclusion: Diversity & Inclusion and Employee Engagement Initiatives at Calgary Public Library

Paul Lane reviewed Calgary Public Library's approach to employee engagement. Based on employee survey data tracked since 2015, the Library has introduced several new initiatives to help employees feel engaged and included in the workplace. Initial results in 2015 showed the Library scoring higher in employee engagement than other equivalent organizations and increased over time with the introduction of the new measures. As of 2020, the vendor that had been administering the surveys is no longer operating. Administration recognizes that a change in survey providers could present discrepancies in the reliability and validity of results when compared year over year.

During the pause in engagement surveying, Administration has intensified consultation through the Employee Engagement Action Team (EEAT), which was one of the new initiatives offered in response to previous survey results. EEAT was formed in September 2020 after a system-wide call for participants was issued to select a group of employees representing diverse levels and areas of the organization, including both CUPE and MASSA, front of house, back of house, and varied tenures. EEAT has been meeting continuously since then and has been actively identifying gaps and collaborating in cross-department working groups to provide tangible solutions. EEAT has also been actively involved in the strategic planning process and helped develop the "How might we..." statements that were reviewed by the Board in Q1 2021.

The Library has been seeking to create a more inclusive workplace culture by partnering with the Canadian Centre of Diversity and Inclusion (CCDI) and incorporating two of their trainings as part of employee on-boarding: Diversity & Inclusion Fundamentals and Unconscious Bias. The Library is also offering the Four Seasons of Reconciliation Certificate program from the First Nations University of Canada to all staff. This virtual course is complemented by a facilitated conversation between each cohort of staff and an Indigenous Elder.

Leadership and management have been enrolled in CCDI workshops to further develop understanding of what will be needed to fully incorporate the Diversity & Inclusion lens into workplace culture and decision making as well as to begin planning further tactics in the ensuing years.

MOVED by Andrew Rodych that the Inclusion: Diversity & Inclusion and Employee Engagement Initiatives at Calgary Public Library report be received as presented.

Carried unanimously

VI. Strategic Scorecard Review

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. Board Retreat Review

Jocelyn Phu reviewed key takeaways from the Board Retreat and recognized the work of all those who assisted in organizing the event. The committee determined that the Calgary Vital Signs presentation from Eva Friesen, CEO of Calgary Foundation, had been a helpful tool for considering the Library's position relative to needs felt in the Calgary community. The committee recognized that the virtual retreat format, agenda, and breaks had worked well to create a positive environment for learning and discussion.

VIII. Workplan Review

A. 2021 Workplan Review

Mary Kapusta presented options for how best to schedule the remaining 2021 Spotlight reports on Empowerment, Learning, Reconciliation, and Early Literacy. In order to best suit the timelines of the work to be included in each report, the committee agreed to the following reporting schedule:

Month	Report Topic	Presenter
May	Empowerment: Digital Equity	Mary Kapusta & Carrie Kitchen
	Learning: Ultimate Summer Challenge	Kate Schutz
June	Reconciliation: Indigenous Services	Kelli Morning Bull
	Connection: Visitor Experience	Shannon Slater
September	Early Literacy: Play Professor Update & Review of COVID-19 Impact	Kristen Duke
October	Inclusion: TBC	TBC

Task	Responsible	Deadline
Update the workplan as specified by the committee.	Administration	May 2021

B. Strategy & Community Mandate Review

Administration provided a proposed update to the Strategy & Community Committee mandate allowing the committee to perform the annual review of the Library Fees and Hours of Opening

on behalf of the Board. This annual review is required by Library policies and currently requires discussion at both the committee and Board level.

MOVED by Crystal Manyfingers that the proposed Strategy & Community Committee mandate revision be recommended to the Board for approval as presented.

Carried unanimously

IX. Other Business

A. Library Supports for Remote Learning

The committee discussed what supports the Library is putting in place to assist students in junior high and high school who will begin learning remotely on April 19, 2021 in response to increased COVID-19 cases in the Calgary region.

Administration advised that the Marketing department will be meeting on April 15, 2021 to initiate a communications strategy in coordination with Collections and other departments to bring relevant resources to the attention of students and their parents.

B. Board and Community Library Connections

As a member of both the Governance and Strategy & Community committees, Jocelyn Phu raised a question from the Governance committee's April 7, 2021 meeting. Recognizing that this initiative falls within the Strategy & Community committee's mandate regarding advocacy, the Governance committee requested direction and clarification from the Strategy & Community committee on how to communicate the intention of the "Board Buddies" program to new Board members during orientation.

Phu recommended that the Strategy & Community committee discuss what questions and topics can be suggested to new Board members regarding their initial interactions with Service Delivery leadership in their assigned community libraries. It was determined that this discussion will take place at the May 11, 2021 committee meeting.

Task	Responsible	Deadline
Provide a high-level overview of the Board Buddies program, existing related orientation materials, and suggested questions for new board members to initiate conversations with their Service Delivery leaders.	Administration	May 2021
Advise the Governance Committee of the next steps being undertaken by the Strategy & Community Committee.	Jocelyn Phu	May 2021

X. Adjournment

MOVED by Jocelyn Phu that the meeting be adjourned at 7:10 pm.

Transcribed by Amanda Robertson

Crystal Manyfingers
Chair

Unapproved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Tuesday, May 11, 2021
5:30 pm

In Attendance:

Board

Crystal Manyfingers (Chair)
Jocelyn Phu
Andrew Rodych
Sheeba Vijayan
Shereen Samuels

Administration

Sarah Meilleur, *Interim CEO*
Mary Kapusta, *Director, Communications*
Heather Robertson, *Director, Service Design*
Shannon Slater, *Interim Director, Service Delivery*

Regrets:

None

Guests:

Carrie Kitchen, *Service Design Lead*
Kate Schutz, *Service Design Lead*

I. Meeting Opening

Shannon Slater respectfully opened the meeting with a Treaty 7 land acknowledgement.

II. Review of Agenda

MOVED by Shereen Samuels that the agenda for May 11, 2021 be approved as presented.

Carried unanimously

III. Approval of Minutes

The committee asked that Administration revise the heading of the April 14, 2021 meeting minutes where the date had been incorrectly recorded.

MOVED by Andrew Rodych that the minutes of the April 14, 2021 meeting be approved subject to conforming revisions.

Carried unanimously

IV. Business Arising

A. Board and Community Library Connections Update

Jocelyn Phu spoke in her capacity as a member of both the Strategy and Community Committee as well as the Governance committee to provide an update from the May 5 Governance committee meeting. Phu advised that the Governance committee had requested a recommendation from the Strategy and Community committee to suspend the Board and Community Library Connections program until a further review can be completed within the Strategy and Community workplan.

The committee recognized that some Board members are interested in continuing to develop their existing relationships within the program when and however it is safe to do so. They also recognized that members who joined the Board within the context of the global pandemic would benefit from clarification on the expectations of the program, the scope of its relationship to advocacy work, and a list of discussion points or questions to raise with the managers of their assigned locations. The committee agreed to recommend to the Board a pause in the formal expectations of the program until its parameters can be reevaluated within the Strategy and Community committee workplan within the next Board year. The committee advised Administration to invite all Board members to future Library events (when restrictions would permit) so they may attend based on availability rather than relationships between individuals and locations.

MOVED by Jocelyn Phu that the Strategy and Community committee recommend to the Calgary Public Library Board a pause in the formal expectations of the Board and Community Library Connections program until a review has been completed within the Strategy and Community workplan.

Carried unanimously

V. Empowerment: Digital Equity & Calgary Public Library

To support the Strategic Plan's pillar of Empowerment, Mary Kapusta provided background context on the nature of the digital divide in North America. During the pandemic, digital inequities have been exposed and widened while continuing to have an especially heavy impact on Indigenous, newcomer, and rural populations among others more likely to face economic barriers. Kapusta highlighted the importance of libraries in addressing this urgent need due to being uniquely positioned to provide free digital literacy education, high speed internet access, and use of equipment. The Library is part of the Urban Libraries Council Digital Equity Action Team and will be forming an internal digital equity task force to better understand current barriers in the community and identify stakeholders that can support this work, such as government, broadband providers, and community partners.

Carrie Kitchen reviewed some of the initiatives being undertaken at Calgary Public Library to address the need for digital equity. For many years, the Library has been providing education, access, and devices for the public and has enhanced those services since the beginning of the pandemic. In-Library computers and Wi-Fi, Tech Mentors, and the Library Hotline have historically been used to address some of the needs. When access to in-person services suddenly ceased with the initial closures, the Library prioritized lending its fleet of Chromebooks

to community partners who could distribute them to those most in need to facilitate education and work from home. This quick solution to an ongoing need inspired the January 2021 launch of the Borrow a Computer program, which is marketed to vulnerable populations and community partners. It is intended to be a low-barrier and accessible program. Circulation shows so far that these have been fully utilized with uniformly positive feedback from members and staff. The Library is also working with internet service providers to source solutions for a Wi-Fi lending program to provide temporary high speed internet access at home.

Service Delivery staff, Library Hotline, and volunteer-based Tech Mentors have been answering technology questions since long before the pandemic, but that need expanded significantly and led to the Library bringing the Tech Mentors program online for members to continue bringing forward one-off technical problems or to attend on an ongoing basis to generally improve their digital literacy. The Library will also begin piloting a new Get Started with Technology program later this month. The program focuses on mindset and transferable skills rather than specific tasks. It is designed to take the fear from technology learning and give users the skills they will need to engage with new applications without necessarily requiring tutoring on each tool.

Kitchen showed the committee an example of what is included in the Borrow a Computer kits, which include information for members to optimize their time with the computer as well as referrals to other relevant Library programs and supports.

The committee expressed their support for the Library's current initiatives. The committee discussed the end goal, or digital citizenship, in which everyone can participate fully in digital spaces without barriers.

MOVED by Sheeba Vijayan that the Empowerment: Digital Equity and Calgary Public Library report be received as presented.

Carried unanimously

VI. Learning: School-Age Strategy

To support the Strategic Plan's pillar of Learning, Kate Schutz reviewed her report on the Library's programs and services directed at school-aged children. Schutz's report highlighted updates, new initiatives, and direct responses to disruptions caused by the pandemic.

One such new initiative is the Librarian On-Call, which allows educators and students to speak with a designated librarian on any topics that help them to improve their learning experience both at home and in classrooms.

Virtual school visits have arisen since the beginning of the pandemic to allow staff to provide live tours and programs to classrooms.

Kitchen Table Classroom is a new program in partnership with Edmonton Public Library. This program addresses the needs of parents, caregivers, and educators seeking supports for at-home learning. The program is designed to give adults access to resources and virtual guest speakers to empower them to facilitate learning at home.

Build a Book Bag has been a well-received program providing personalized book loan selections to members. The program has been adapted this year to provide a specialized kindergarten book bag. Members with children entering kindergarten this year have been invited to request a book bag and in turn receive a curated selection of Library books inside a cloth bag designed by Children's Illustrator in Residence Jordan Weiben. The book bag also includes resources developed by the Library and local school boards to help prepare children for kindergarten. Demand has grown quickly for this pilot program, so the Library is now investigating how to potentially expand this program.

Schutz highlighted the largest annual Library program, Ultimate Summer Challenge. In 2020, the pandemic forced this program to shift online suddenly and registration lagged without the outreach measures the Library had traditionally used to connect with children and their families. In 2021, the program was renewed with virtual facilitation in mind. Registration is free and automatically qualifies children for prizes. In alignment with the Library's commitment to digital equity, prizes are primarily focused on providing laptops and new books to school-age learners. Students will be able to participate in activity challenges and log their reading to qualify for additional prizes.

Schutz advised the committee that the Library is working on a suite of media literacy programs to help school-age learners to test and improve their skills in online research as well as identifying trusted sources.

Administration advised that one of the best ways for Board members to leverage their influence in relation to Learning this year will be helping to inform the public about Ultimate Summer Challenge enrollment in May and June.

MOVED by Andrew Rodych that the Learning: School-Age Strategy report be received as presented.

Carried unanimously

VII. Workplan Review

The committee determined that no new changes are needed to the Workplan at this time.

VIII. Other Business

A. Meeting Format Review

Crystal Manyfingers reviewed the change, effective today, requiring that Spotlight report presentations be accompanied by two discussion questions for the Strategy and Community

committee and that all cameras would remain on to facilitate a collaborative meeting environment. The committee was receptive to these changes and agreed to continue with them going forward.

IX. Adjournment

MOVED by Andrew Rodych that the meeting be adjourned at 7:20 pm.

Transcribed by Amanda Robertson

Crystal Manyfingers
Chair

Calgary Public Library Board
Revised Strategy and Community Committee Mandate
Covering Note
May 26, 2021

The Calgary Public Library Board *Use of Library Premises* policy requires that Hours of Opening and Library Fees be reviewed annually by the Board. In 2021 and in years prior, this report has been recommended to the Board for approval by the Strategy and Community Committee. The Strategy and Community Committee recommends that the Board approve the enclosed addition to the committee's mandate allowing the committee to review the report on the Board's behalf each year, beginning in 2022.

Strategy & Community Committee
Mandate and Description
April 14, 2021

Purpose and Role

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

Mandate

The specific responsibilities of the Strategy & Community Committee are:

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

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, April 28, 2021
5:30 pm

In Attendance:

Board

Andrew Rodych (*Chair*)
Haritha Devulapally
Sandy Gill

Regrets

Sheeba Vijayan

Administration

Sarah Meilleur, *CEO (Interim)*
Katrina Ducs, *Financial Services & Procurement Lead*
Chae Jun, *Controller*
Paul Lane, *Director, Corporate Services*
Heather Robertson, *Director, Service Design*
Shannon Slater, *Director, Service Delivery (Interim)*

I. Treaty 7 Opening

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

II. Review of Agenda

MOVED by Sandy Gill that the April 28, 2021 Audit and Finance Committee meeting agenda be approved as circulated.

Carried unanimously

III. Approval of Minutes

MOVED by Haritha Devulapally that the minutes of the March 23, 2021 meeting be approved as circulated.

Carried unanimously

IV. Business Arising

A. 2021 HRIS Conversion Impact Assessment

Based on an in camera discussion between the Audit & Finance Committee and the independent auditor following the March 23, 2021 meeting, Administration was asked to update the committee on the potential financial reporting impacts of the Human Resources information system conversion underway at Calgary Public Library.

Chae Jun advised that the HRIS system conversion present no impact on the Library's financial management systems as none of the changes are related to payroll, benefits, or other financial matters. For the time being, the only change has been to the Library's staff training portal.

Jun did identify potential risks with the upcoming implementation of a new cloud-based enterprise resource planning tool at the Library. The Finance department has already been in communication with the independent auditor about additional checks during the audit for the year ended December 31, 2021. The implementation project includes steps specifically designed to prove the completeness of the data transfer to the new system, however Finance will work closely with the independent auditor to ensure those results are tested.

B. LAPP Audit Process Review (2021 Fiscal Year)

As requested by the Audit & Finance committee, Chae Jun reviewed the process for the Local Authorities Pension Plan audit, a routine process occurring every three years. The next audit will be conducted in 2022 for the year ending December 31, 2021. Because the audit is focused on controls within the payroll process, an area in which Finance holds no influence, the department's involvement is limited to engaging and scheduling the independent auditor.

C. Finance Department: Roles & Responsibilities

Chae Jun reviewed a department-level organizational chart outlining the reporting relationships and succession planning in place within the Financial Services team. Jun advised that each member of Financial Services is expected to include cross training in their annual objectives to provide alternate coverage across all department functions.

V. Q1 2021 Risk Review & 2020 Annual Risk Review

Paul Lane presented the 2020 Annual Risk Review. Of the 14 measures, risks were all medium to high before mitigation. After mitigation, only four measures reached the medium risk threshold while the remaining 10 were considered low risk.

Lane presented highlights from the Q1 2021 Risk Register Overview. Operating cost per use fell short of its target. The total operating cost was lower, but usage fell disproportionately due to closures and reduced physical capacity in locations during open periods. Building visit targets had been set based on an expectation that branches would remain open after the Q1 reopening, but the ensuing closure followed soon after.

Library space per capita is a high-risk item now and will remain so during the year with no plans to increase physical space while the population continues to increase.

The staff engagement result has been included despite no formal survey process being undertaken since before the global pandemic. The third-party survey administrator has since suspended operations. Library Administration is considering an internally facilitated survey process going forward.

Community library incidents were rated as low risk with Central Library incidents remaining high risk as in the preceding periods. As reported previously, because this number is divisible by the number of visitors to the site, there are fewer visits to dilute a steady rate of exterior incidents.

Administration advised that mitigation strategies were selected assuming normal operations and that the global pandemic's primary impact on this report was in setting targets. Going forward throughout the year, the curbside and in-person service models are each linked closely with potential targets to help measure risk and results against the services that can be offered over a given period. If the provincially mandated closures were to steadily reduce each quarter in 2021, then the threshold for numbers to be considered low, medium, or high risk would increase proportionately with service levels.

MOVED by Sandy Gill that the Q1 2021 Risk Review & 2020 Annual Risk Review be recommended as presented to the Calgary Public Library Board.

Carried unanimously

VI. Q1 2021 Controller's Report & Financial Review

The interim financial report for the quarter ended March 31, 2021 showed a slight surplus due to stable revenue and a net decrease in expenses of \$662,000 resulting from temporary layoffs during provincially mandated closures.

The \$228,000 forecasted general operating increase is due to additional lifecycle and restricted fund expenses, though this will have a net zero budget impact. There have been no significant updates on the lifecycle project for Q1 other than the building and spending profile. This was originally planned for \$1.57M and has increased to \$2.39M due to the Shawnessy Library renovation project that has been moved up to 2021 from its original schedule beginning in 2022.

The Controller's Report & Financial Review contains a new report on the \$3M operating reserve fund. There have been no changes to the fund since its establishment in Q1 2021. Chae Jun confirmed that drawing on this reserve would require Board approval.

MOVED by Sandy Gill that the Q1 2021 Controller's Report & Financial Review be recommended as presented to the Calgary Public Library Board to receive for information.

VII. 2021 Workplan Review

Committee members asked that the Finance department organizational chart be reviewed each year as an ongoing component of the Audit & Finance committee workplan.

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

VIII. Other Business

Andrew Rodych reviewed and approved the final 2020 Audit Report presented to the City of Calgary and asked Administration to provide a copy to all members of the committee. In prior years the report was shared with the Board in advance of a formal presentation to the City of Calgary Audit Committee and this year the Library has not been invited to present. In future years Administration will endeavor to gather feedback from the Audit and Finance Committee in advance of submission, dependent on timelines. Rodych advised that all Audit & Finance committee members will find the information in the report relevant to their work within the scope of the committee mandate.

Task	Responsible	Deadline
Send a finalized copy of the Calgary Public Library Board Civic Partner 2020 Audit Report to all members of the Audit & Finance Committee.	Administration	April 2021

IX. Adjournment

MOVED by Andrew Rodych that the meeting be adjourned at 6:45 pm.

Transcribed by Ms. Amanda Robertson

Mr. Andrew Rodych,
Chair

**Report to the
Calgary Public Library Board
Audit and Finance Committee
April 21, 2021**

Risk Register Update for Q1 2021

I. ALIGNMENT

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q1 2021.

II. BACKGROUND

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

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

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

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

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

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

III. Changes for 2021

No measures have been added or removed for the 2021 reporting cycle. Several existing measures have been adjusted to allow for better comparison with the irregular results of the 2020 year.

Under the Operations category of risk, both the Building Visits and Website Visits have changed. Traditionally, these measures displayed values as a year-over-year percentage change. Given the irregular service levels of 2020, year over year comparisons are less useful, especially with regards to Building Visits. As such, these measures now present values rather than percentage growth.

IV. CURRENT RESULTS

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

Of these 9 risk factors, 6 have been categorized in the low threat range, 2 in the medium threat range, and 1 in the high threat range. Risk thresholds have been modified to reflect closure.

Range	# of Measures	Notes
	6	
	2	Operating Cost per Use, Building Visits
	1	Central Library Incidents

All library locations were closed between December 13th and March 10th. Expectedly, 10 weeks of closure during this quarter led to significantly fewer building visits compared to previous years. Risk thresholds for building visits were lowered to reflect this period of closure, with targets set at 10% of the visits experienced in Q1 2019.

Website visits, while still lower than those seen in Q1 2019, are strong. Though services such as in-person programming (a strong driver of website traffic) are not currently contributing to this measure, other online services are performing very well. Electronic circulation for this quarter is the highest in CPL history and virtual programming continues to grow.

Operating cost per use increased considerably in 2020. Many of the activities that contribute to this measure, including computers, printing, programming, and in person browsing were significantly impacted by the pandemic and the closures it imposed. With considerably fewer uses overall, the cost per use has risen.

Incidents at the Central Library have continued at the high level seen throughout much of 2020. As a proportion of total visits, this measure is very heavily impacted by the decreased visits during closure. With less traffic in and around the Central Library, deviant behaviours are more prevalent. The societal and economic impacts of the ongoing pandemic are also no doubt a significant contributing factor to these increased levels. It is important to note that the majority of incidents this quarter occurred around the exterior of the Library. Counting only incidents that occurred *inside* the Library, this measure drops to just 3.16.

There was a lockdown situation at Shawnessy Library during the closure. Though it was related to the adjoining high school and not the library, it created an opportunity to review and revise lockdown procedures for all co-located facilities (expected completion Q2).

Administration continues to navigate these security challenges, support Library staff, and work strategically with partners to address safety concerns.

v. CONCLUSION

Many of the risk factors analyzed in this report have been impacted by the numerous library closures and ongoing public health restrictions related to the COVID-19 pandemic. Building visits play a significant factor in many of the risk values and strategic goals we measure. Despite that, our online presence is continuing to grow, both in our offerings and in member use. The Library has adapted well to the unexpected challenges 2020 brought. We will continue to do so throughout the coming

year, evolving our services and growing our capacity to meet the needs of our members in this difficult time.

VI. RECOMMENDATION

1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q1 2021***, to the Calgary Public Library Board.

Trevor Myers,
Business Analyst, Corporate Services

att: Q1 2021 Risk Register

Q1 2021 Risk Register Overview

Relevance		Finance		Operations		Security	
Active Memberships <i>Next Update Q2 2021</i>	55% Target: 50% (+9.52%)	Net Financial Assets <i>Next Update Q2 2021</i>	\$6.99M Target: \$3.00M (+133.13%)	Building Visits <i>Next Update Q2 2021</i>	175,235 Target: 190,000 (-7.77%)	Community Library Incidents <i>Next Update Q2 2021</i>	1.37 Target: 1.50 (-8.67%)
Satisfaction Score <i>Next Update Q2 2021</i>	4.80 Target: 4.50 (+6.67%)	Fraud <i>Next Update Q2 2021</i>	\$0 Target: \$0	Website Visits <i>Next Update Q2 2021</i>	1,316,918 Target: 1,250,000 (+5.35%)	Central Library Incidents <i>Next Update Q2 2021</i>	10.86 Target: 4.50 (+141.33%)
Volunteer Support <i>Next Update Q2 2021</i>	99% Target: 90% (+10%)	Operating Cost per Use <i>Next Update Q1 2022</i>	\$1.72 Target: \$1.55 (-10.97%)	Library Space per Capita <i>Next Update Q4 2021</i>	0.45 Target: 0.50 (-10%)		
Circulation per Capita <i>Next Update Q4 2021</i>	9.49 Target: 12.50 (-24.11%)	Municipal Grant per Capita <i>Next Update Q3 2021</i>	\$39.14 Target: \$42.00 (-6.8%)	Staff Engagement <i>Next Update Q2 2021</i>	71% Target: 70% (+1.43%)		

Residual Risk - Mitigation Status					
Risk Factor	Pre-Mitigation	Post-Mitigation	Risk Factor	Pre-Mitigation	Post-Mitigation
Active Memberships	High	Low	Building Visits	High	Low
Volunteer Support	High	Low	Website Visits	Medium	Low
Satisfaction Score	Medium	Low	Library Space per Capita	High	Medium
Circulation per Capita	High	Medium	Staff Engagement	High	Low
Net Financial Assets	High	Low	Community Library Incidents	High	Low
Fraud	High	Low	Central Library Incidents	High	Medium
Operating Costs per Use	High	Low			
Municipal Grant per Capita	High	Medium			

Relevance - Active Memberships

The total active members divided by population of the service area
Reported quarterly - Updated Mar. 2021

Total active members divided by population of the service area.

The number of active library users is a direct indicator of the degree of relevance to the community. Relevance is a necessary condition to achieve the aims of the Strategic Plan.

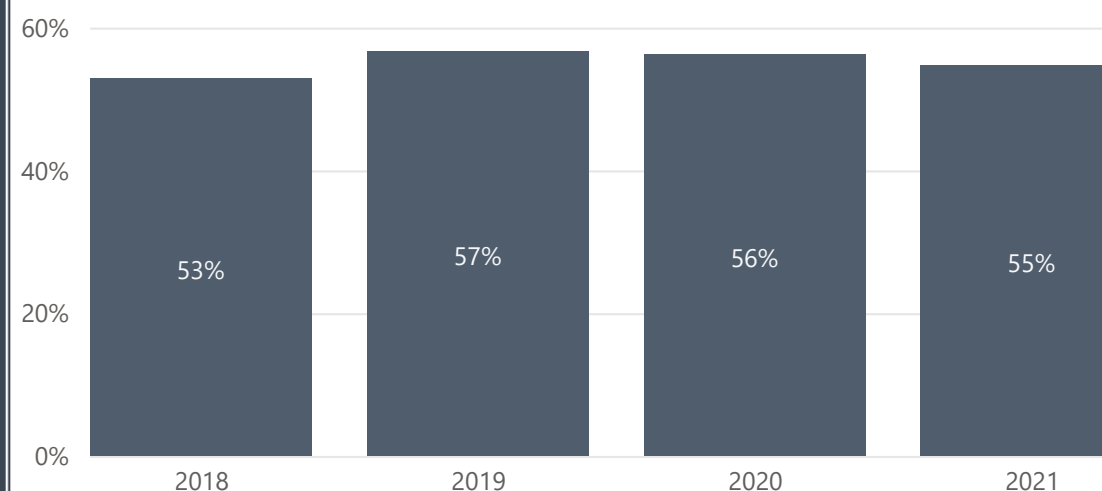
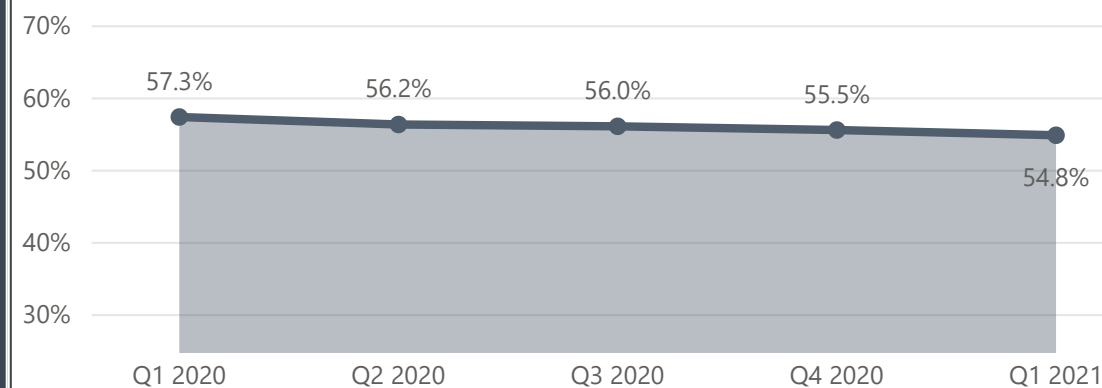
Mitigation Actions

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

Q1 2021

55%

Target: 50% (+9.52%)



<45%

45-50%

>50%

Commentary.

Latest Values:

704,025 active members

2019/2020/2021 census population of 1,285,711 (*the 2020 city census was not conducted*)

13,192 new members registered during Q1 2021

New membership decreased throughout the closure, spiking at 5,833 registrations in March. The decrease during closure demonstrates the strength of physical visitation as a driver of membership growth.

Calgary Public Library Members as a proportion of overall population is well above the national median of 39.3 (MBNCanada, 2019).

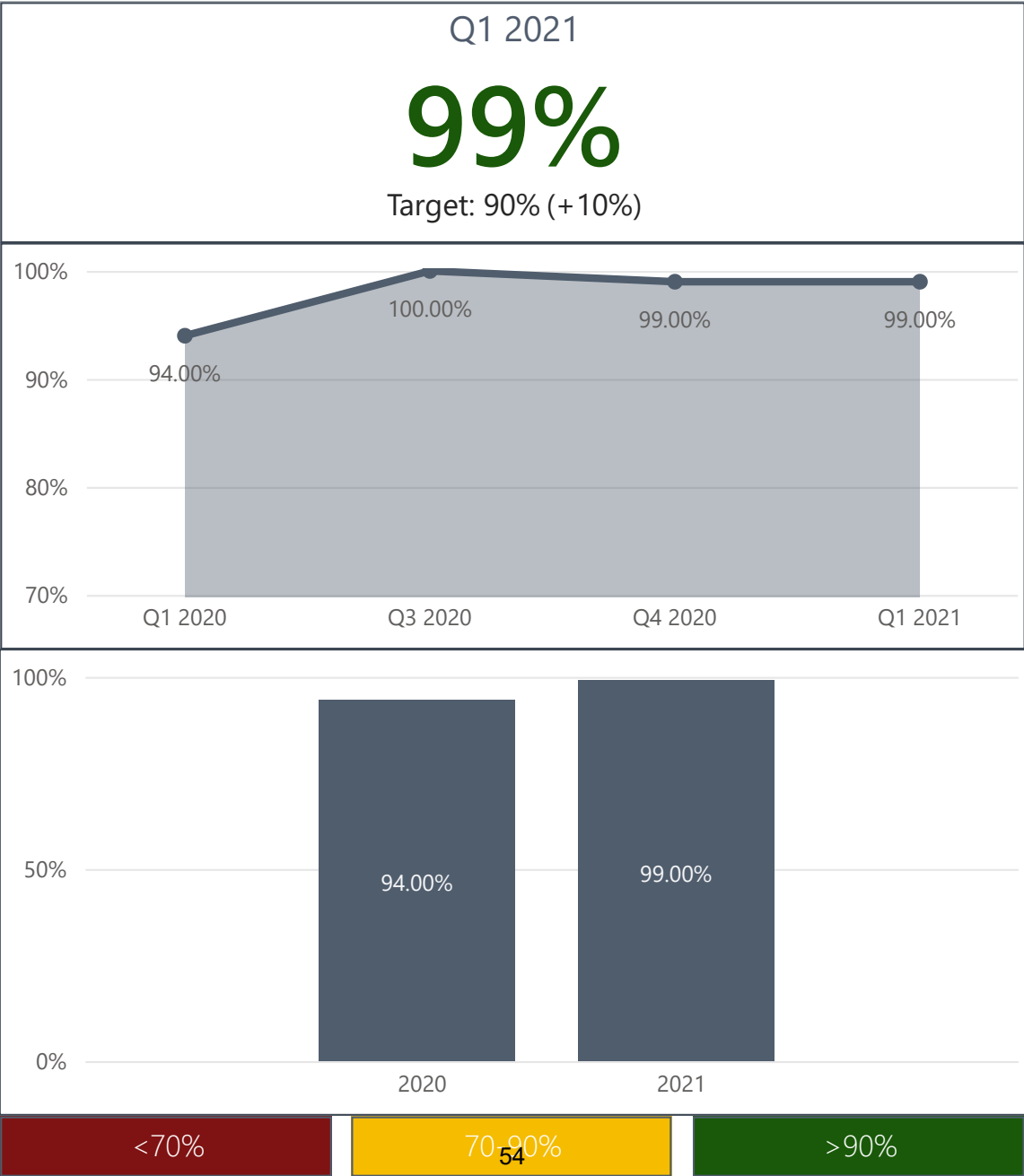
Relevance - Volunteer Support

The percentage of volunteer placements filled in all libraries in the system.
Reported quarterly - Updated Mar. 2021

The ability to attract and retain volunteers is an indicator of community support for the Library, a driver of relevance. Relevance is a necessary condition to achieve the aims of the Strategic Plan.

Mitigation Actions

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



Commentary.

Reporting volunteer placements filled now attributes more weight to programs that require more volunteers. Volunteer supported program placements (i.e. Reading Buddies) are counted by the number of volunteers placed to run the program. On-going programs (i.e. Wayfinding) are counted by shifts filled. If volunteer opportunities cannot be filled, programs may offer a lesser experience or be cancelled altogether.

As with the previous closure, nearly all volunteering in Q1 occurred online. Similar to staff programming, many volunteer activities have successfully pivoted to the online environment.

Finance - Net Financial Assets

Net financial assets as determined by the Library's customary accounting standards.
Reported quarterly - Updated Mar. 2021

Sufficient net financial assets are an indicator of the Library's resiliency, which is a necessary condition for stakeholders to maintain confidence in the Library and provide sufficient funding to achieve the aims of the Strategic Plan.

Mitigation Actions

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



Commentary.
The second half of the 2020 Provincial Operating Grant was received in late September, inflating cash holdings at the end of Q3. The City of Calgary disbursed Q3 funds in June instead of July, resulting in higher net financial assets than would normally be reported in Q3/Q4 2020 and Q1 2021.

In Q4 2020, the Library Board approved a reserve fund of \$4 million. This fund has resulted in increased risk threshold levels, with the 'low risk' category being increased to \$3 million. The level of net financial assets closely follows the pattern of quarterly operating grant receipts because expenses are very consistent month to month.

Finance - Fraud

*The cumulative value of fraudulent transactions identified.
Reported quarterly - Updated Mar. 2021*

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

Mitigation Actions

Adherence to policies and procedures.
Documented procedures including segregation of duties, purchasing controls, one up approval, and external auditing.

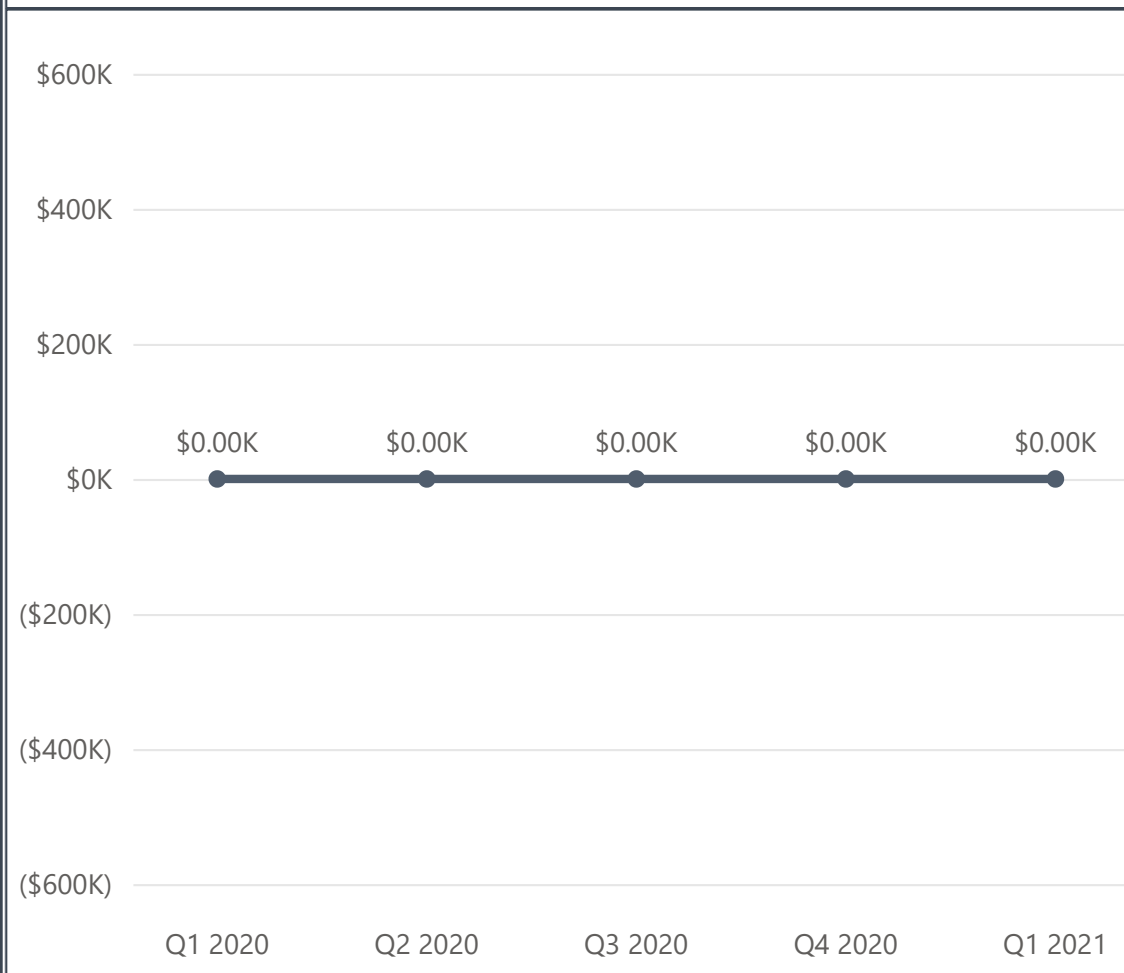
Q1 2021

\$0

Target: \$0

Commentary.

Risks are increasingly electronic and sophisticated.



>\$640K

56

<\$640K

Finance - Operating Cost per Use

The total operating cost divided by the sum of common uses.
Reported annually in Q1 - Updated Mar. 2021

Lower cost per use indicates increasing efficiency or effectiveness. Good stewardship is a necessary condition for stakeholders to provide the Library with sufficient funding to achieve the aims of the Strategic Plan.

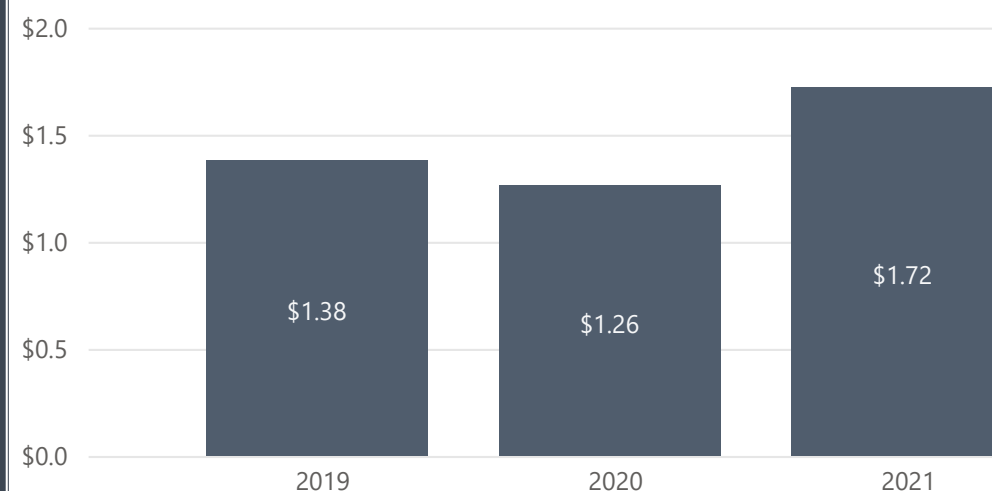
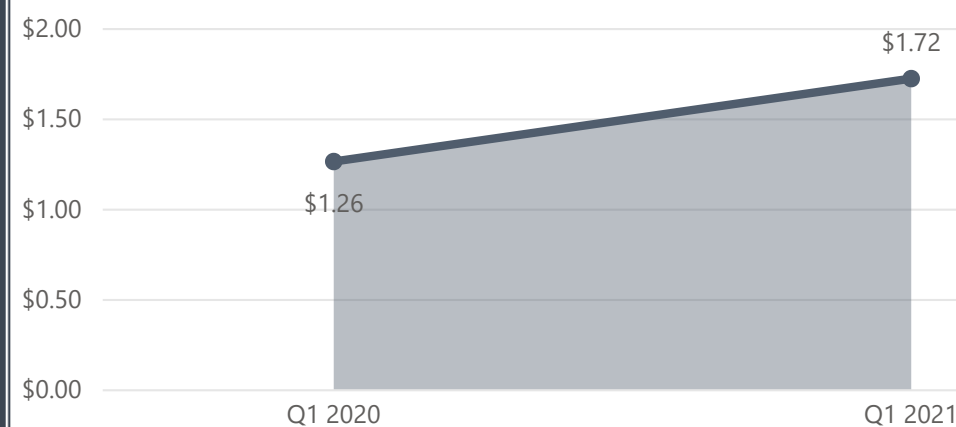
Mitigation Actions

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

Q1 2021

\$1.72

Target: \$1.55 (-10.97%)



>\$1.75

\$1.55 - 1.75

57

<\$1.55

Commentary.

Latest values:

2020 operating cost of \$49,195,779
28,615,883 uses

The 2020 health crisis had a profound impact on usage statistics across most measures. For large portions of the year, the Library operated at reduced levels, with many services such as computers, printing, and in-person programming unavailable to members.

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

Calgary Public Library's cost per use is well below the national median of \$1.92 (MBNCanada, 2019).

Operations - Building Visits

The number of physical visits to all libraries
Reported quarterly - Updated Mar. 2021

The number of physical visits to Library locations. Regular contact with members is important to maintaining full awareness of evolving services and products, which is a driver of success in achieving the aims of the Strategic Plan.

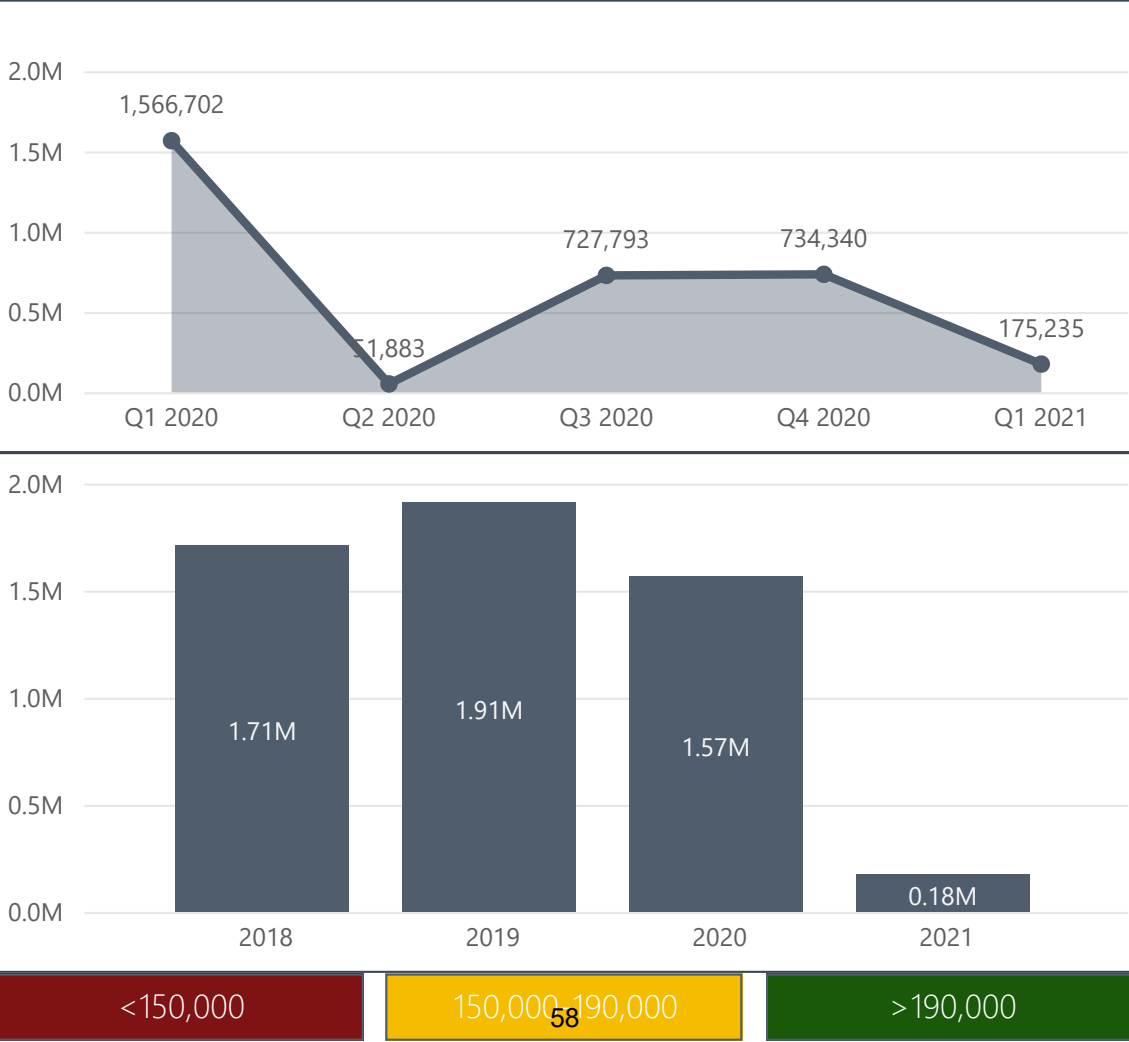
Mitigation Actions

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

Q1 2021

175,235

Target: 190,000 (-7.77%)



Commentary

Latest values:
195,266 visits in Q1 2021 (closure of 10 weeks)
1,555,617 visits in Q1 2020 (closure of 2.5 weeks)
1,913,221 visits in Q1 2019

All 21 libraries were closed to the public between December 13, 2020 and March 10, 2021. While open for the later half of March, metered entry was still in place to ensure sufficient physical distancing.

This measure traditionally compared year-over-year percentage increases and decreases to building visits. As 2020 was an extreme atypical year, percentage comparisons are insufficient to indicate progress. This KPI is now presented as the sum of all visits, rather than the percentage growth. Risk thresholds have also been modified, to both reflect this change and anticipate periods of closure.

Operations - Website Visits

The number of visits to the Library website
Reported quarterly - Updated Mar. 2021

The number of visits to the Library website.

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

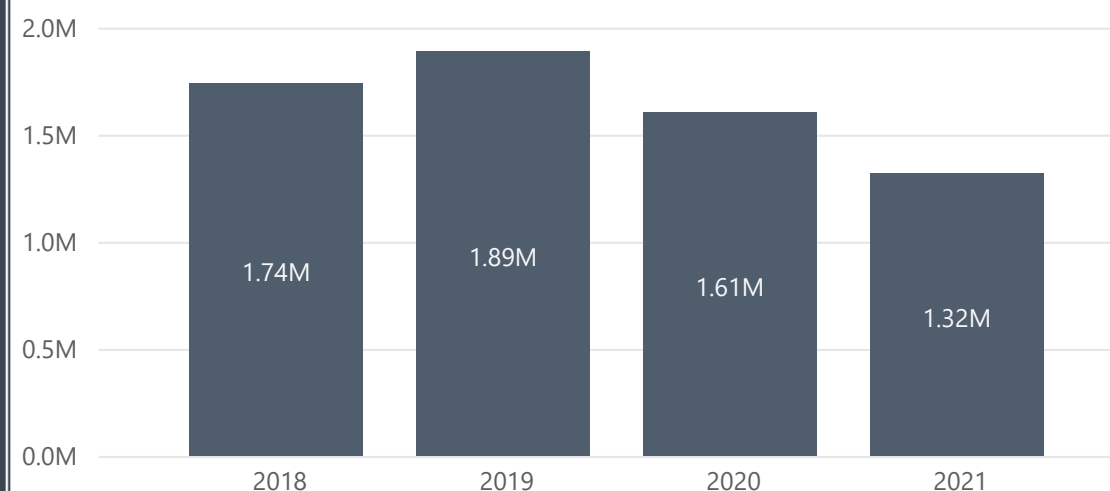
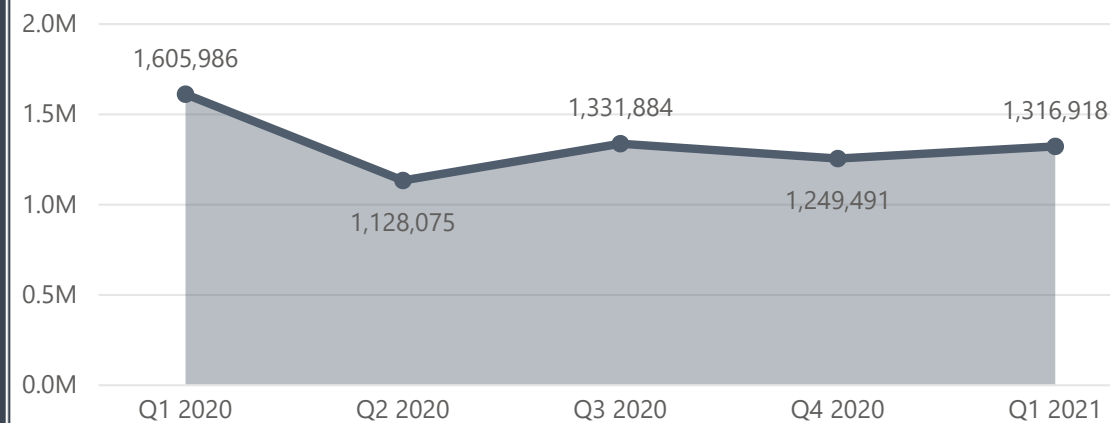
Mitigation Actions

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

Q1 2021

1,316,918

Target: 1,250,000 (+5.35%)



<1,000,000

1,000,000-1,250,000

59

>1,250,000

Commentary.

Latest values:

1,285,373 website sessions in 2019 Q4

1,249,491 website sessions in 2020 Q4

A significant Library website redesign launched in April 2019. The Library website attracted a great deal of traffic during closure due to the increased use of eLibrary and eLearning resources.

Drivers of website visits such as in-person Library programs continue to be negatively impacted by reduced service offerings.

This measure traditionally compared year-over-year percentage increases and decreases to website visits. As 2020 was an extreme atypical year, percentage comparisons are insufficient to indicate progress. This KPI is now presented as the sum of all website visits, rather than the percentage growth.

Security - Community Library Incidents

The number of community library security incidents per 10,000 visits
Reported quarterly - Updated Mar. 2021

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

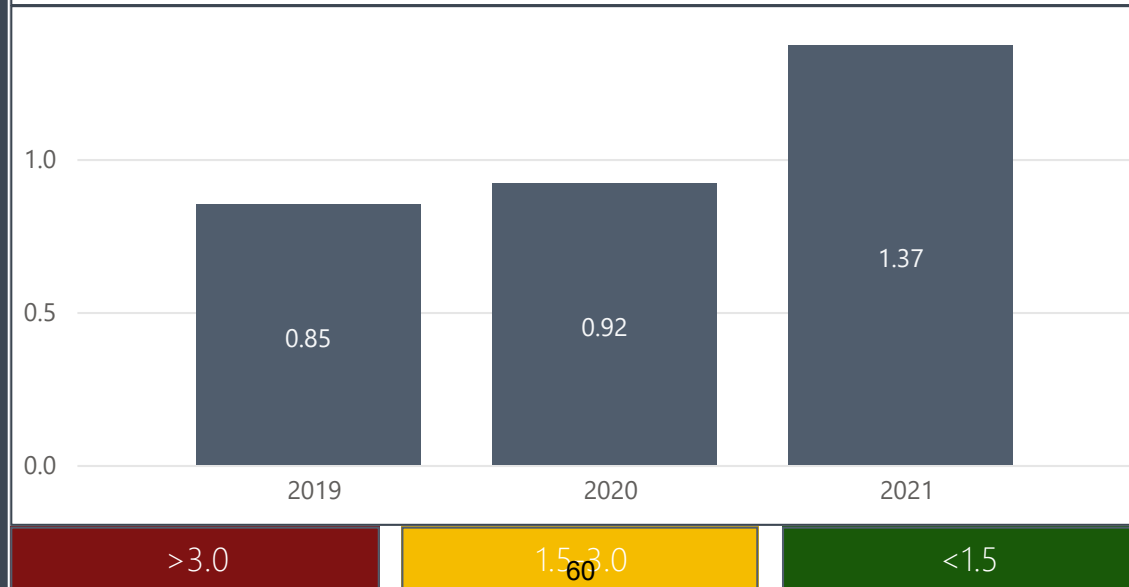
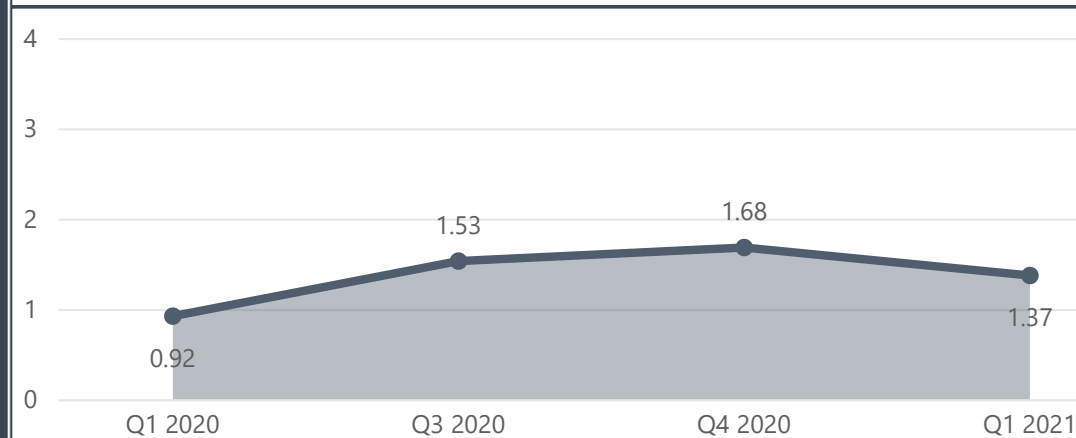
Mitigation Actions

Ongoing staff training on safety and security.
Security Advisor from City of Calgary seconded to CPL.
Enhanced relationship with CPS and community partners.
Enhanced staff training and experience provided through security contractor.
Environmental design used to deter negative behaviours.
Working collaboratively with our Employee and Family Assistance provider Shepell to provide staff with techniques to deescalate and cope with challenging situations.

Q1 2021

1.37

Target: 1.50 (+8.67%)



Commentary

As incident rates are calculated based on visits, this measure is negatively impacted by the steep reduction in building visits and the complete closure of libraries for much of this quarter.

50% of the total incidents at community libraries involved drug use on the exterior of the properties. As a comparison, this represents half of the drug related incidents that were reported at community libraries in Q1 2020.

The Library continues to evaluate the crime, drug activity, and disorderly behavior in and around Central Memorial Park. The Library is also working collaboratively with CPS, City of Calgary, and the DOAP team, as well as other stakeholders, to ensure the library and park remain welcoming and safe for the community.

Shawnessy Library, and the South Fish Creek Complex, went into a lockdown in February due to a situation that occurred in the high school portion of the joint facility. A facility debrief of the lockdown resulted in learnings and new procedures for all facility partners. This initiated a review of all library locations co-located with other partners, that will be completed in Q2.

Security - Central Library Incidents

The number of Central Library security incidents per 10,000 visits
Reported quarterly - Updated Mar. 2021

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

Mitigation Actions

Ongoing staff training on safety and security.
Security Advisor from City of Calgary seconded to CPL.
Enhanced relationship with CPS and community partners.
Enhanced staff training and experience provided through security contractor. Increased security staffing as needed.
Environmental design used to deter negative behaviours.
Working collaboratively with our Employee and Family Assistance provider Shepell to provide staff with techniques to deescalate and cope with challenging situations.

Continuing work with BOMA Public Safety Committee to exchange information on challenges with the downtown core, vulnerable persons and undesirable behaviours.

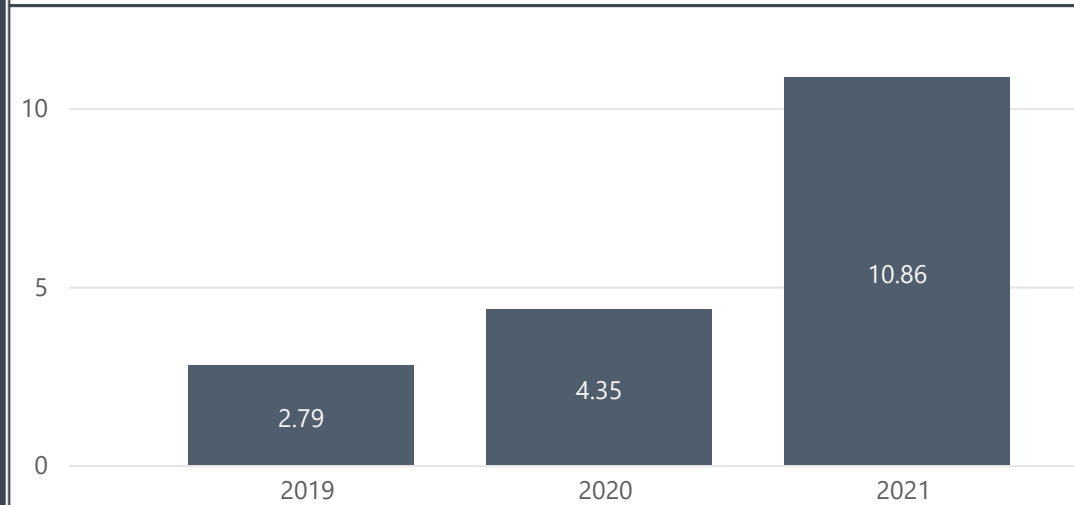
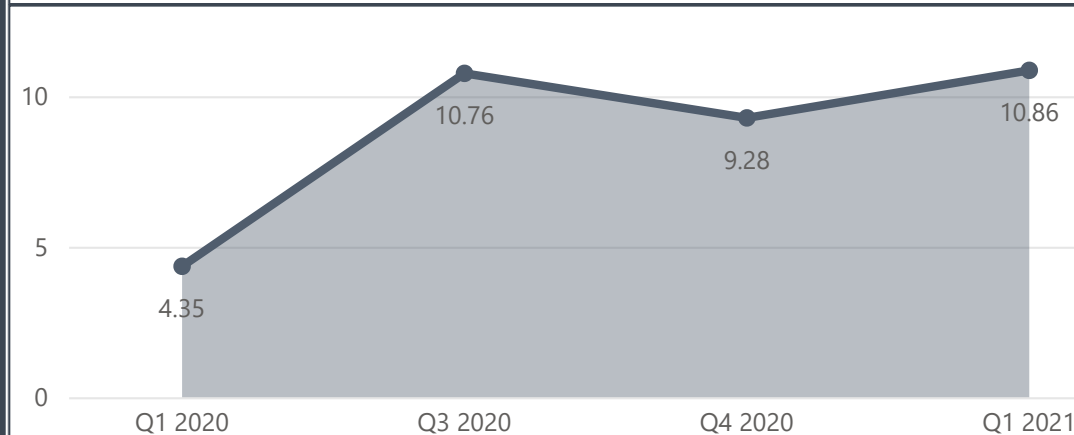
Participation in the 9 Block Coordinated Safety and Security Pilot, a collaborative project spearheaded by the Mayor's Office working to address safety and security concerns around the Calgary Municipal Building. The 9 Block project has also hired ambassadors to create a more positive environment in the area around the Central Library.

Security staff have begun taking Library offered Canadian Centre for Diversity and Inclusion (CCDI) courses on Diversity & Inclusion and Unconscious Bias. Remaining staff will complete this in Q1 2021.

Q1 2021

10.86

Target: 4.50 (-141.33%)



>8.0

4.5-8.0

<4.5

Commentary.

As incident rates are calculated based on visits, this measure is negatively impacted by the steep reduction in building visits and the complete closure of libraries for much of this quarter.

71% of the incidents at the Central Library occurred outside the library and 50% of those occurred outside library hours of service. If counting only incidents inside the library, the value of this measure drops to 3.0 incidents per 10,000 visits.

The high rates of social disorder events occurring around the exterior of the library are consistent with what is being experienced by other downtown partners, as shared through the CSSP (Coordinated Safety and Security Program) 9 Block project.

Calgary Transit has reported an increased number of incidents of drug use and so has Bow Valley College. The Library offered a letter of support to City Council for the Calgary Mental Health and Addiction Strategy and Action Plan, and recently participated in sharing and distribution of materials on the "Connect the Dots YYC" campaign for Mental Health, one of the strategies of this action plan.

**Report to the
Calgary Public Library Board
May 26, 2021**

Strategic Scorecard and Risk Register Targets

Strategic target setting for 2021 presented a unique challenge. While targets for 2020 were kept at the levels established pre-pandemic, the targets set for 2021 were created under the assumption that libraries would be closed for large portions of the year. Member activity across most measures decreased considerably in 2020. With public health restrictions forcing libraries to close, many measures fell well short of their pre-pandemic targets. As such, most targets for 2021 have been reduced significantly, set at a percentage of the more traditional usage levels seen in 2019. These targets increase in Q3 2021 and Q4 2021 in anticipation of the diminishing effects of the pandemic as well as the resumption of traditional service.

Several risk ranges, such as building and website visits, were previously based on a percentage comparison to the prior year. Comparing anything to the atypically low 2020 statistics would undoubtedly give a skewed result. Accordingly, these ranges have been converted from a year-over-year percent comparison to a numerical total, with targets once more based on 2019 activity levels. Similarly, the threshold for Central Library security incidents has been increased. Not only to reflect the higher incident levels caused by the ongoing pandemic, but to account for the increased risk tolerance born from staff training, security enhancements, and other mitigation activities.

Trevor Myers,
Business Analyst, Corporate Services

2021 Strategic Scorecard Targets

How Much?

Measure	Quarter	2021	2020	YoY Target Change	Notes
Circulation	Q1	3,000,000	3,875,000	-23%	Target set based on circulation and renewal forecasting.
	Q2	3,000,000	3,875,000	-23%	
	Q3	3,800,000	3,875,000	-2%	
	Q4	4,250,000	3,875,000	10%	
Virtual Learning	Q1	35,000	33,930	3%	Targets based on 2020 levels of use. Roughly 3% increase over 2020 targets.
	Q2	35,000	33,930	3%	
	Q3	30,000	28,710	4%	
	Q4	35,000	33,930	3%	
Computer Use	Q1	28,500	300,000	-91%	Target set at 10% of Q1 2019 actual
	Q2	28,500	300,000	-91%	Target set at 10% of Q1 2019 actual
	Q3	57,000	300,000	-81%	Target set at 20% of Q3 2019 actual
	Q4	142,500	300,000	-53%	Target set at 50% of Q4 2019 actual
Wireless Use	Q1	12,500	314,000	-96%	Target set at 5% of Q1 2019 actual
	Q2	12,500	314,000	-96%	Target set at 5% of Q2 2019 actual
	Q3	52,000	314,000	-83%	Target set at 20% of Q3 2019 actual
	Q4	155,000	314,000	-51%	Target set at 50% of Q4 2019 actual
Printer Use	Q1	125,000	685,000	-82%	Target set at 20% of Q1 2019 actual
	Q2	125,000	685,000	-82%	Target set at 20% of Q2 2019 actual
	Q3	310,000	685,000	-55%	Target set at 50% of Q3 2019 actual
	Q4	465,000	685,000	-32%	Target set at 75% of Q4 2019 actual
Programs	Q1	835	5,375	-84%	Target set at 15% of Q1 2019 actual
	Q2	1,100	5,375	-80%	Target set at 20% of Q2 2019 actual
	Q3	1,400	5,375	-74%	Target set at 25% of Q3 2019 actual
	Q4	2,800	5,375	-48%	Target set at 50% of Q4 2019 actual
Outreach	Q1	0	585	-100%	Assumption that no outreach activities will occur until Q4 2021.
	Q2	0	1,755	-100%	
	Q3	0	780	-100%	
	Q4	360	780	-54%	Target set at 50% of Q4 2019 actual

How Well?

Measure	Quarter	2021	2020	YoY Target Change	Notes
Library Satisfaction	Q2, Q4	4.5	4.5	0%	Unchanged
Repeat Visitors	Q2, Q4	75%	NR	NR	New Measure
Dwell Time	Q2	30 mins	NR	NR	New Measure
	Q4	75 mins	NR	NR	New Measure

Better Off?

Measure	Quarter	2021	2020	YoY Target Change	Notes
Personal Growth	Q4	4.5	4.5	0%	Unchanged
Improved Outlook	Q4	4.5	4.5	0%	Unchanged
Belonging	Q4	4.5	4.5	0%	Unchanged
Inclusion	Q4	4.5	4.5	0%	Unchanged

2021 Risk Register Ranges

Relevance

Measure	Quarter	Low Risk	Medium Risk	High Risk	Notes
Active Memberships	Q1, Q2, Q3, Q4	>50%	45-50%	<45%	Unchanged
Volunteer Support	Q1, Q2, Q3, Q4	>90%	70-90%	<70%	Unchanged
Satisfaction Score	Q2, Q4	>4.5	3.5-4.5	<3.5	Unchanged
Circulation per Capita	Q4	>12.5	10.0-12.5	<10.0	Unchanged

Finance

Measure	Quarter	Low Risk	Medium Risk	High Risk	Notes
Net Financial Assets	Q1, Q2, Q3, Q4	>\$3M	\$0-3M	<\$0	Increased by \$2M due to new reserve fund
Volunteer Support	Q1, Q2, Q3, Q4	<\$640K	n/a	>\$640K	Unchanged
Satisfaction Score	Q1	<\$1.55	\$1.55-1.75	>\$1.75	Unchanged
Circulation per Capita	Q3	>\$42.00	\$39.00-42.00	<\$39.00	Unchanged

Operations

Measure	Quarter	Low Risk	Medium Risk	High Risk	Notes
Building Visits (Targets vary by quarter)	Previous years	>5%	0-5%	<0%	Previous targets were YoY %
	Q1 2021	190,000	150,000-190,000	<150,000	Target set at 10% of Q1 2019 actual
	Q2 2021	190,000	150,000-190,000	<150,000	Target set at 10% of Q1 2019 actual
	Q3 2021	500,000	800,000-1,000,000	<800,000	Target set at 25% of Q3 2019 actual
	Q4 2021	1,385,000	1,500,000-1,850,000	<1,500,000	Target set at 75% of Q4 2019 actual
Website Visits	Previous years	>5%	5% to -5%	<5%	Previous targets were YoY %
	Q1, Q2, Q3, Q4	1,250,000	1,000,000-1,250,000	<1,000,000	Target based on 2020 actual
Library Space Per Capita	Q4	>0.5 Sq. ft.	0.40-0.50 Sq. ft.	<0.40 Sq. ft.	Unchanged
Staff Engagement	Q2, Q4	>70%	60-70%	<60%	Unchanged

Security

Measure	Quarter	Low Risk	Medium Risk	High Risk	Notes
Community Library Incidents	Q1, Q2, Q3, Q4	<1.5	1.5-3.0	>3.0	Unchanged
Central Library Incidents	Q1, Q2, Q3, Q4	<4.5	4.5-8.0	>8.0	Risk threshold raised

Report to the
Calgary Public Library Board
Audit & Finance Committee
April 28, 2021

Controller's Report for the Quarter Ended March 31, 2021

The interim financial reports of The Calgary Public Library for the quarter ended March 31, 2021 are appended to this report for information. The reports have been prepared using the full accrual basis of accounting, which recognizes the financial effect of events that impact an entity in the accounting period, regardless of whether cash was received or spent.

A. Executive Summary

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

- Financial Dashboard
- Interim Statement of Financial Position
- Management Report- Operating Activities
- Life Cycle Funding and Spending Profile
- Operating Reserve Fund

The Library ended the first quarter of 2021 with an excess of revenues over expenses, before amortization and government transfers for capital, of \$5.9M, including \$5.1M of cash surpluses from prior year (\$2.1M of transfers from unrestricted reserve and \$3.0M operating reserve, both carried forward from 2020). Further explanations of the variances under revenue and expenses are summarized in sections C and D and in the *Management Report - Operating Activities*.

The Provincial funding of \$6.9M has been confirmed for 2021.

B. Interim Statement of Financial Position

Net financial assets are \$7.0M favourable at quarter end (\$5.0M favourable at December 31, 2020). The cash balance is strong. Receivables are mostly made up of the Provincial grant accrual. Payables relate to Salaries and Benefits accruals and amounts owing to vendors.

The decrease in cash and deferred revenue compared to the prior year is due to receiving the Q2 City Operating Levy in Q1 in 2020.

C. Revenues

Revenues are \$0.2M favorable for the first quarter end.

Line 19 – Interest and other revenues - \$128,424F at March 31, 2021

The favorable variance is due to the Genesis Centre share of reserve funds and the internship program.

Line 22 – Grants and sponsorships - \$57,343F at March 31, 2021

The favorable variance is due to program funding provided by the Foundation.

D. Expenses

Expenses are \$2.0M favorable for the first quarter end.

Line 29 – Salaries and employee benefits - \$1,025,101F at March 31, 2021

The favorable variance is primarily due to vacant positions and the closure. The financial impact of the current closure will be reflected in Q2 forecast.

Line 32 – Collections - \$50,246F at March 31, 2021

The favorable variance is due to timing difference.

Line 48 – General operating - \$547,587F at March 31, 2021

This category includes many variances, but the largest expense variances were from professional fees and programming.

Line 54 – Building and equipment - \$255,481F at March 31, 2021

This favorable variance is mainly due to timing difference. There's also some savings from contract cleaning due to the closure.

Line 74 - Amortization - \$28,137F at March 31, 2021

This favorable variance is due to timing difference.

E. RECOMMENDATION

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Interim Calgary Public Library Board's financial reports, lifecycle and operating reserve reports for the period ended March 31, 2021.

Prepared by Chae Jun CPA, CGA, MBA
Controller

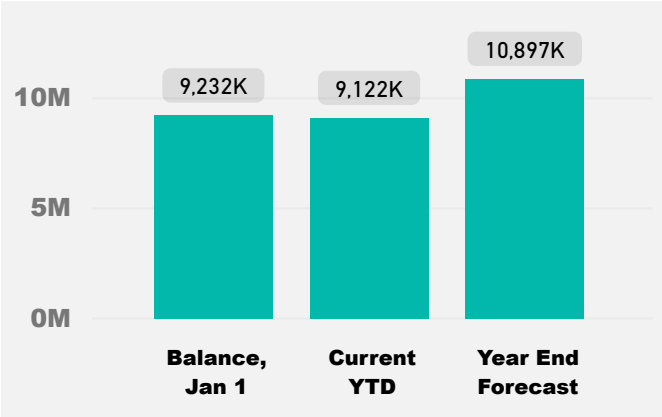
Commentary

- City funding received for Q1 & Q2 as budgeted.
- The Provincial government confirmed the 2021 grant remains stable.
- Increased sundry revenue due to share of Genesis Centre reserve funds and hosting of internship program.
- Increased restricted grant revenue received from the Foundation.

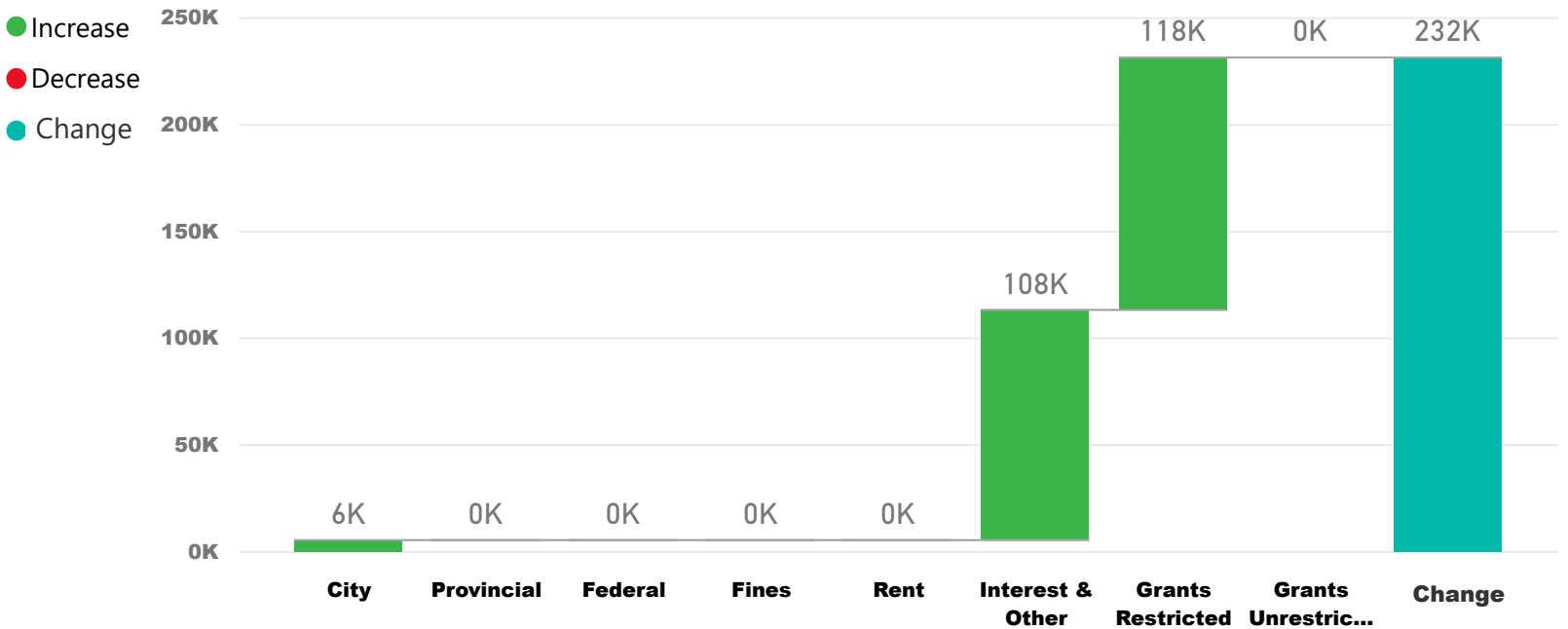
Actions

- Library locations reopened on March 10, 2021, as part of the Step 2 of the Provincial Government’s Path Forward Roadmap.
- The Library temporarily closed to the public again on April 7 due to Provincial public health restrictions announcement, and switched to a temporary service model on April 8.
- Financial impact of the current closure will be reflected in Q2 forecast.

Cash Position Forecast, as of Mar 31, 2021



Revenue Forecast, as of Mar 31, 2021



Board-Approved Budget Revenues
63,152K

Forecasted Revenues
63,384K

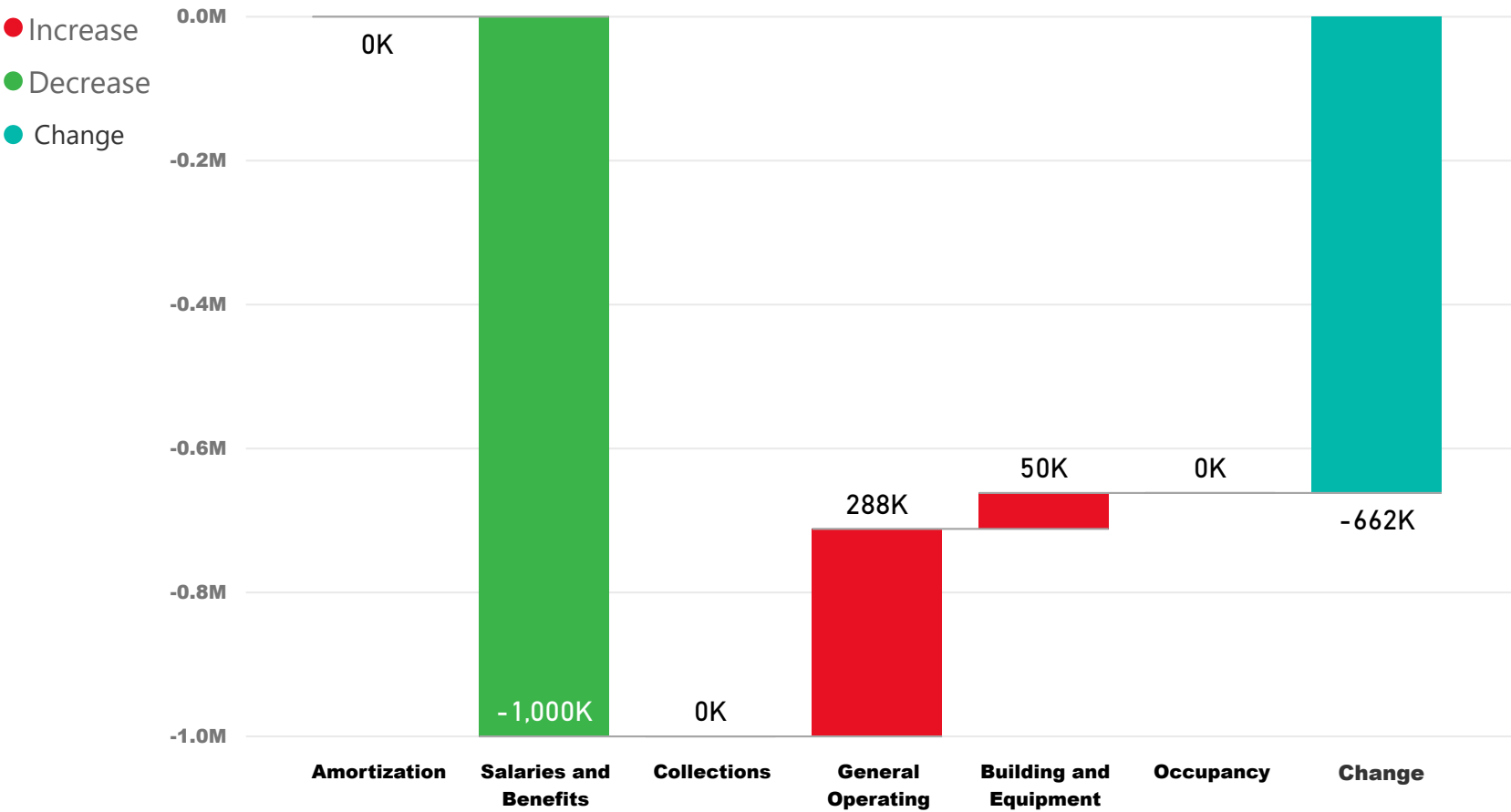
Commentary

- Net decrease of expenses forecasted as of Q1 is \$662K.
- 2021 Q1 overall salaries and benefits favourable variance is \$1M.
- General Operating forecasted increase is due to additional lifecycle and restricted fund expenses.
- Building & Equipment forecasted increase is due to utility contracts renewal rate increase & market price increase. Federal government passed Bill C12, which will also increase costs to offset climate change.

Actions

- Financial impact of the current closure will be reflected in Q2 forecast.

Expense Forecast, as of Mar 31, 2021



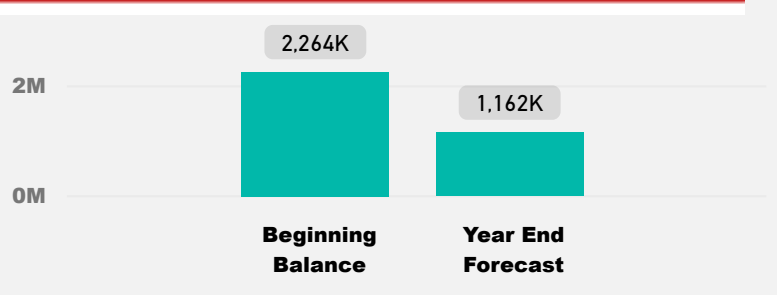
Board-Approved Budget Expenses
69,866K

Forecasted Expenses
69,204K

Lifecycle Funding Commentary

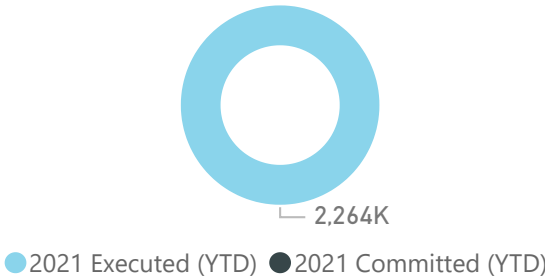
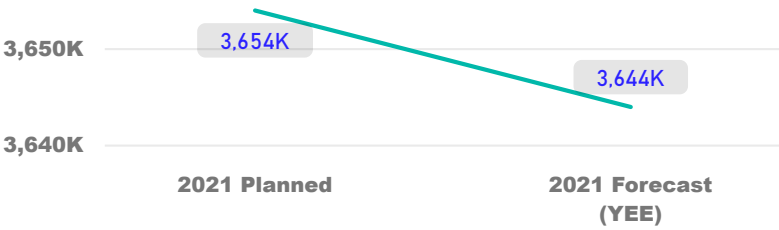
- Carry forward funds include \$1.4M The City lifecycle funding and \$0.5M asset management funds from PYs.
- Current year funds include \$2.9M The City lifecycle funding and \$0.2M asset management from the operating funds.

Lifecycle Surplus Forecast, as of Mar 31, 2021

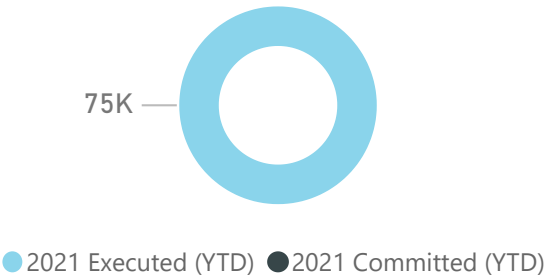
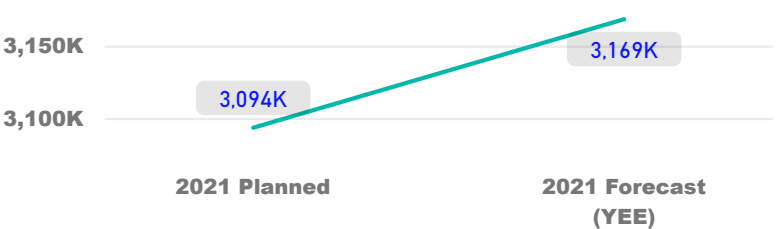


Funding Source

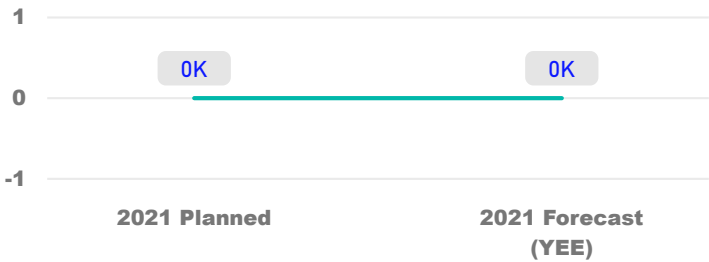
Carry Forward



Current Year Funds



Growth Projects Funds



Lifecycle Spending Commentary

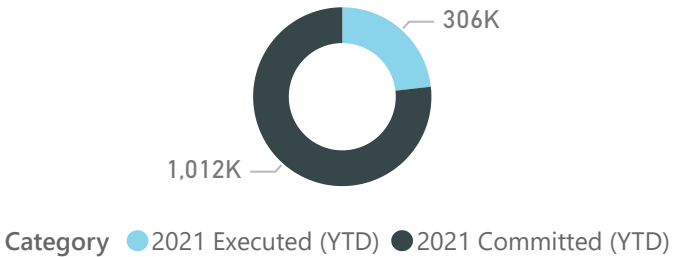
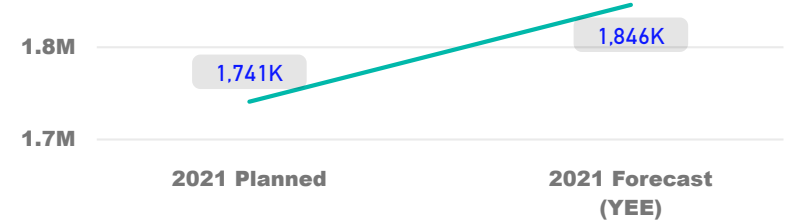
- Carry forward projects include: Memorial Park washroom & main floor, Giuffre upgrade, Country Hills lighting, Signal Hill BOH, Seton theatre, IT equipment, 50% of Automated Material Handling machine for Signal Hill & demand maintenance projects.

- Building projects include Saddletowne, Shawnessy, asset management, accessibility, and environmental projects.

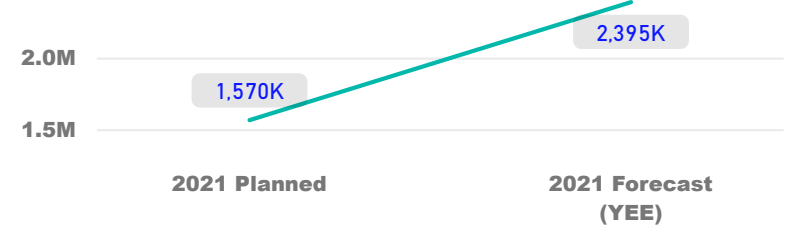
- Vehicle additions include two delivery vans.

Spending Profile -1-

Carry Forward Projects

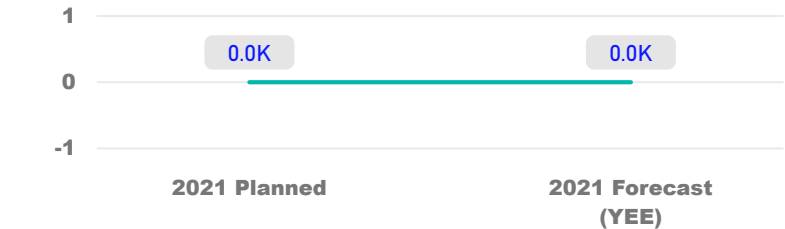


Building



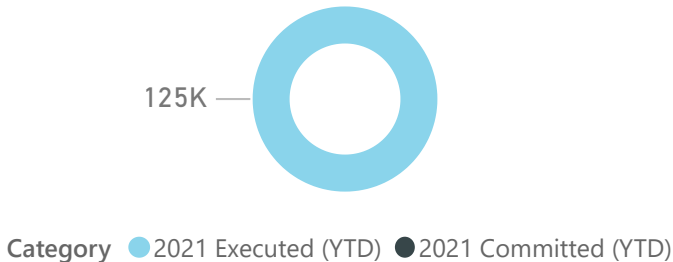
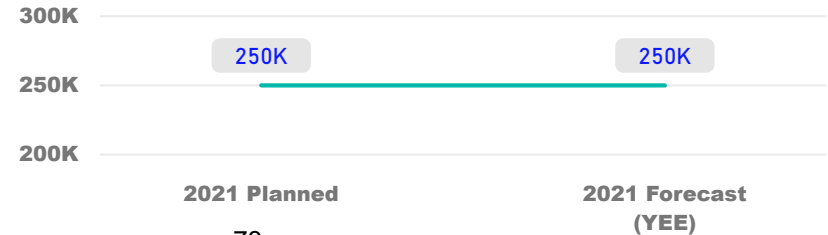
Category 2021 Executed (YTD) 2021 Committed (YTD)

Furniture



Category 2021 Executed (YTD) 2021 Committed (YTD)

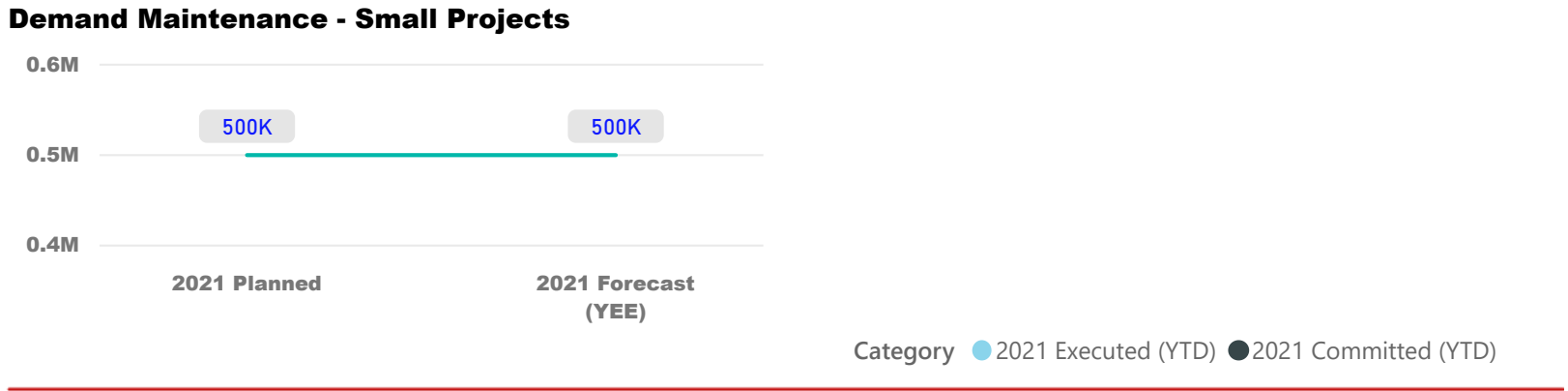
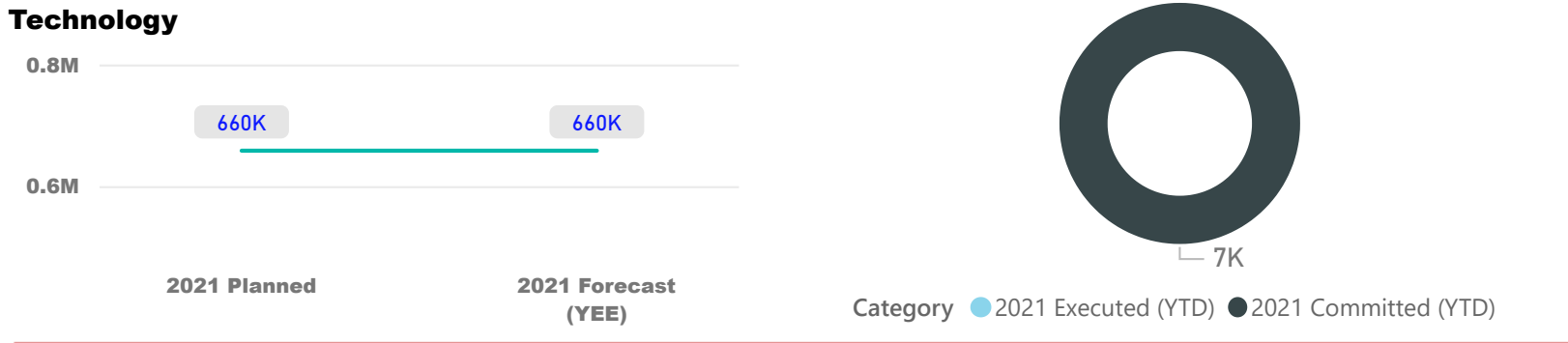
Vehicles



Commentary:

- IT projects include: 50% of Automated Material Handling machine for Signal Hill and Network/End-User Equipment.
- There are no growth projects planned in 2021.

Spending Profile -2-



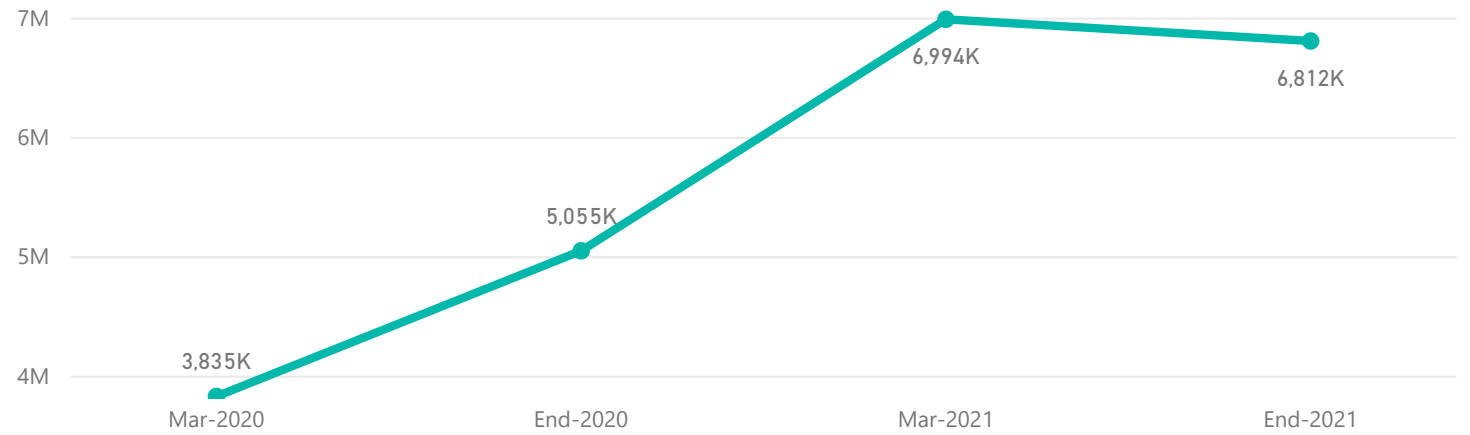
Growth Projects

Commentary

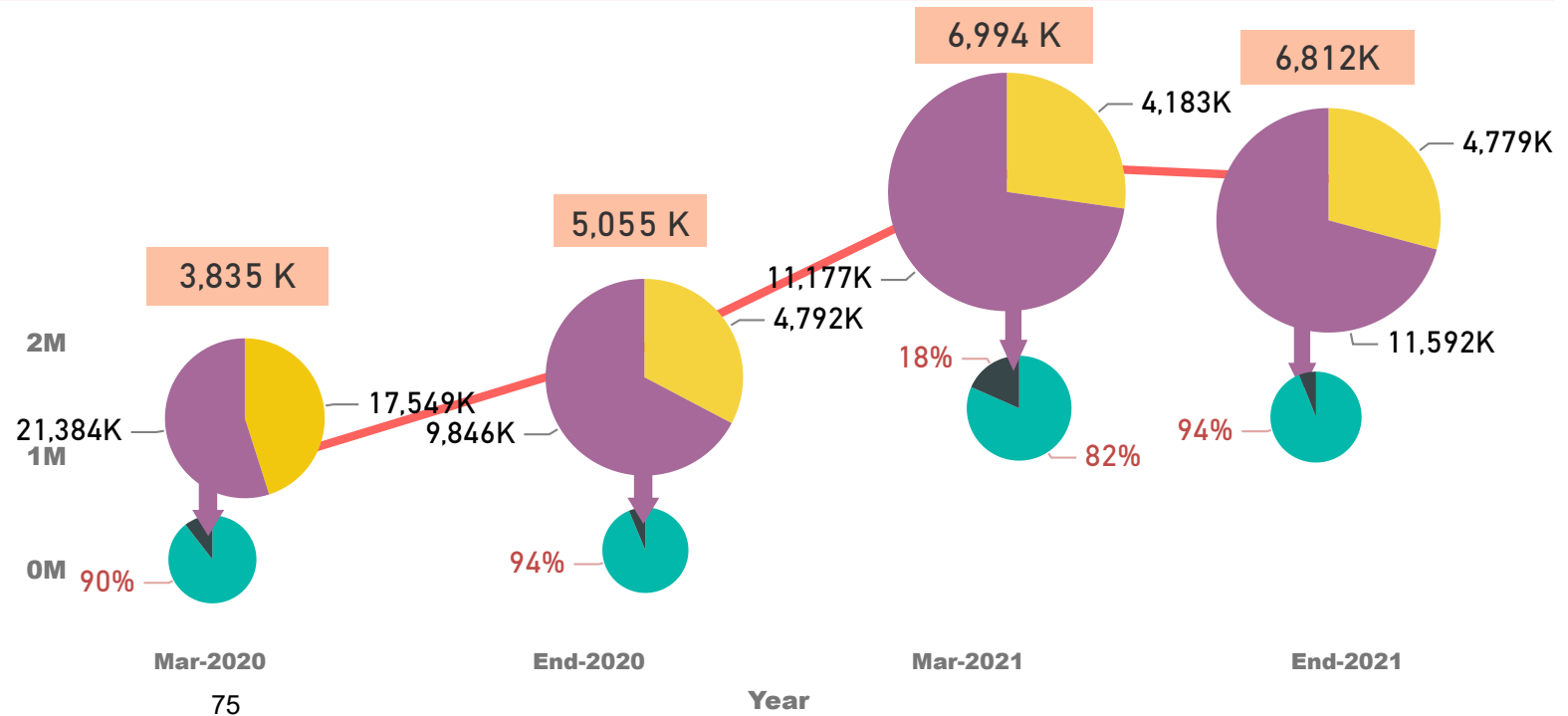
- Year-end forecasted Net Financial Assets is \$6.8M, as of March 31, 2021.

Statement of Financial Position with YEE, as of Mar 31, 2021

Net Financial Assets



● Liabilities
● Financial Assets
● Cash
● Accounts Receiv...



Commentary.

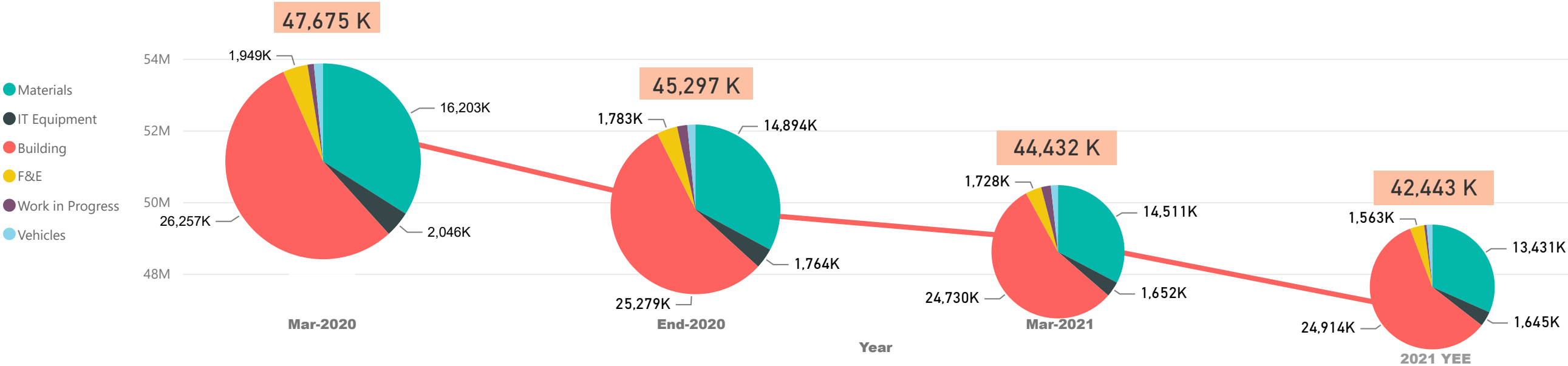
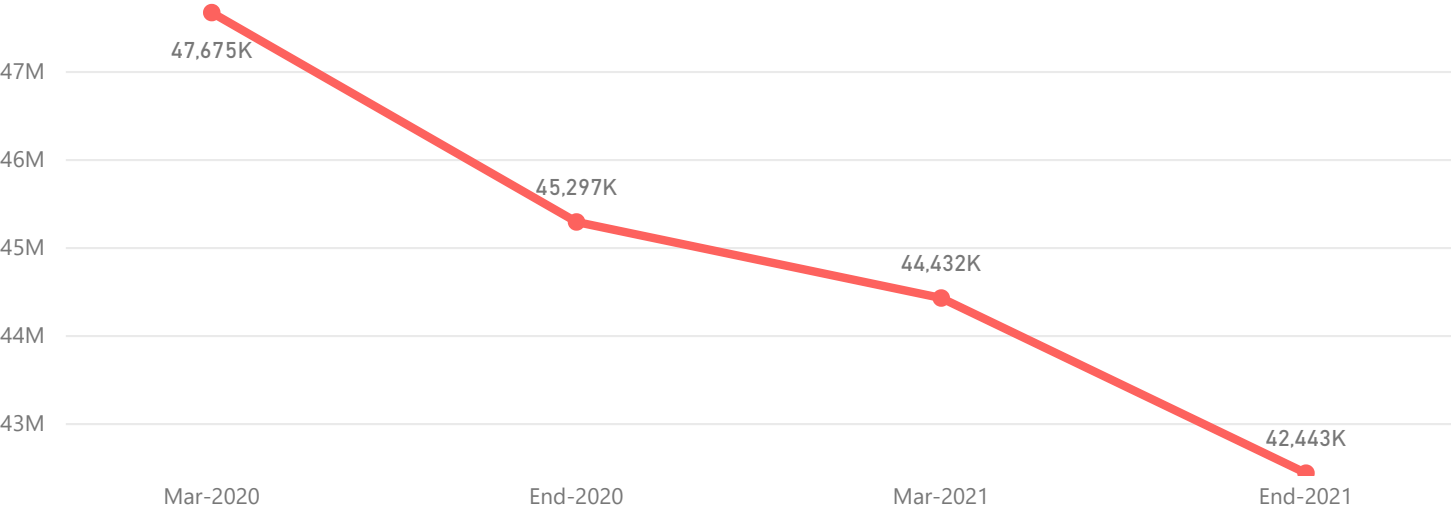
- Tangible Capital Assets decreased due to higher amortization (\$6.1M) than the new additions (\$3.3M).

Actions

- 2021 Planned additions:
- Books: \$1,640K
 - Buildings: \$1,206K (net of WIP transfer)
 - IT (AMH): \$320K
 - Vehicles: \$125K

Statement of Financial Position with YEE, as of Mar 31, 2021

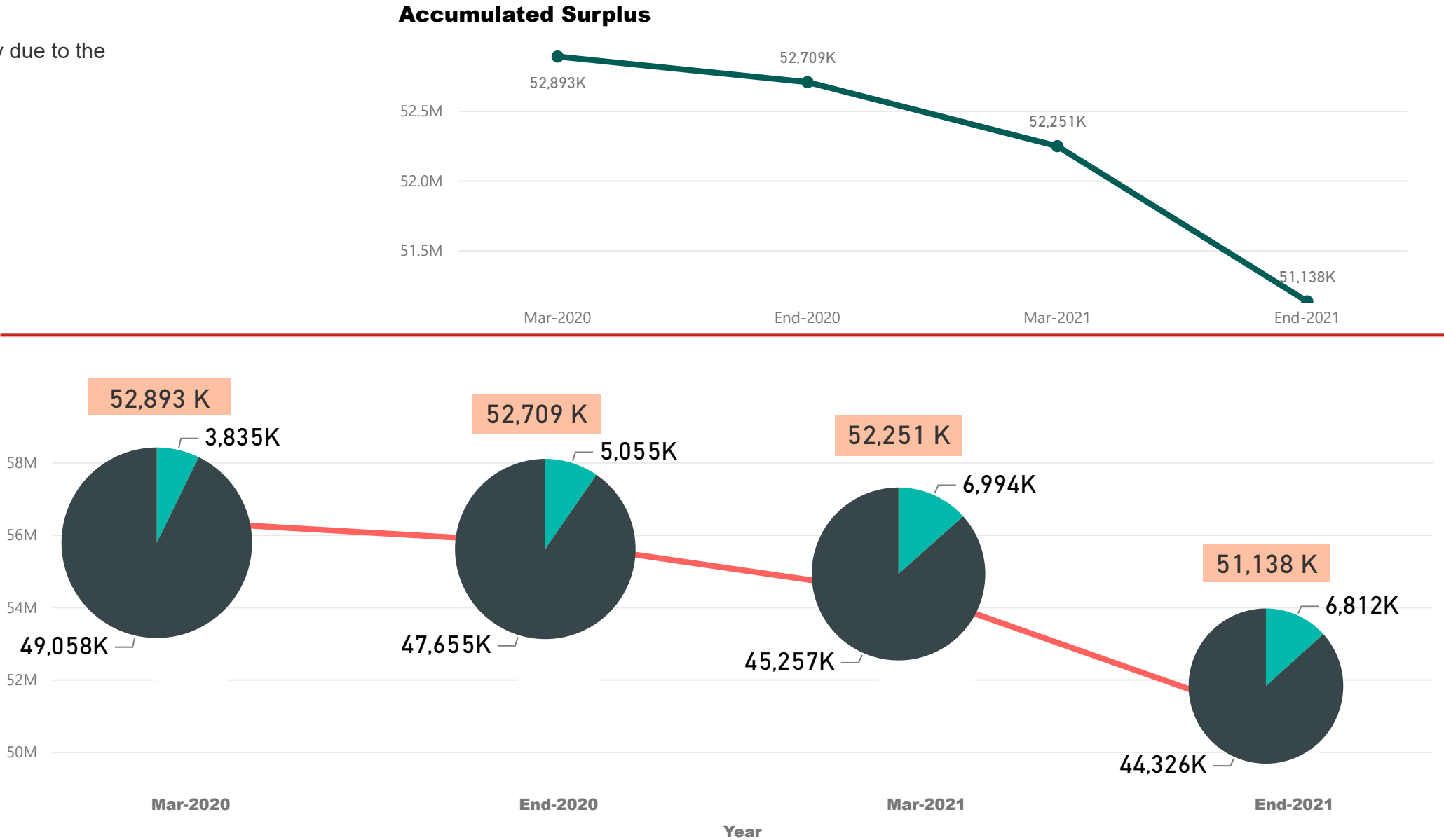
Tangible Capital Assets



Statement of Financial Position with YEE, as of Mar 31, 2021

Commentary.

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



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

	31-Mar-21	31-Mar-20	31-Dec-20
FINANCIAL ASSETS			
Cash	9,122,172	19,144,843	9,232,405
Accounts receivable	2,054,622	2,239,478	613,925
	11,176,794	21,384,321	9,846,330
LIABILITIES			
Accounts payable and accrued liabilities	3,717,081	4,001,373	4,272,182
Deferred revenues	465,906	13,548,053	519,570
	4,182,987	17,549,426	4,791,752
NET FINANCIAL ASSETS	6,993,807	3,834,895	5,054,578
NON-FINANANCIAL ASSETS			
Tangible capital assets	44,432,339	47,675,416	45,296,570
Inventory	60,199	81,358	58,664
Prepaid assets	764,504	1,301,331	2,299,666
	45,257,042	49,058,105	47,654,900
ACCUMULATED SURPLUS	52,250,849	52,893,000	52,709,478

THE CALGARY PUBLIC LIBRARY BOARD
Management Report - Operating Activities
For the Period Ended March 31, 2021

	Current YTD \$	Budget YTD \$	Budget Variance YTD \$	Total BUDGET \$	Total Forecast \$	Forecast Increase/ (Decrease) vs Total Budget \$	Total Forecasted vs Current YTD \$	Forecast Comments (Favorable: F / Unfavorable: U)
REVENUES								
5 City of Calgary	13,412,467	13,406,930	5,537	53,627,720	53,633,257	5,537	(40,220,790)	F - City insurance proceeds
9 Province of Alberta	1,713,800	1,713,800	-	6,864,917	6,864,917	-	(5,151,117)	Provincial grant remains stable for 2021
10 Federal Government	-	-	-	-	-	-	-	
13 Fines	-	-	-	-	-	-	-	Fine-free library
14 Rent revenue	35,750	35,750	-	205,280	205,280	-	(169,530)	
19 Interest and other revenue	312,025	183,602	128,424	756,786	864,573	107,787	(552,548)	F - Increase due to Genesis Centre share of reserve funds and invoicing for BIPOC internship program, net of the reduced printing revenue collected during library closure.
22 Grants and sponsorships								
Grants and sponsorships - restricted	481,663	424,321	57,343	1,697,282	1,815,567	118,285	(1,333,904)	F - RFF2021-001 Job Desk
Grants and sponsorships - unrestricted	-	-	-	-	-	-	-	
	481,663	424,321	57,343	1,697,282	1,815,567	118,285	(1,333,904)	
23 Total revenues	15,955,705	15,764,402	191,304	63,151,985	63,383,594	231,609	(47,427,889)	F
EXPENSES								
29 Salaries and employee benefits	8,427,373	9,452,474	1,025,101	39,904,290	38,904,290	(1,000,000)	30,476,917	F - 2021 Q1 overall Salaries & Benefits favourable variance
32 Collections	2,029,820	2,080,066	50,246	6,312,319	6,312,319	-	4,282,499	
48 General operating	2,754,365	3,301,952	547,587	9,722,082	10,010,368	288,286	7,256,003	U - Increase: \$250K lifecycle funded TCA assessment. \$118K RFF2021-001 Job Desk. Decrease: \$80K Q1 security cost savings due to Library closure.
54 Building and equipment	1,239,034	1,494,515	255,481	5,863,862	5,913,862	50,000	4,674,828	U - \$50K utility costs increase due to utility contracts renewal rate increase and market price increase. Federal government passed Bill C12, which will also increase costs to offset climate change.
74 Occupancy Costs	420,397	424,522	4,125	1,777,187	1,777,187	-	1,356,790	
75 Amortization	1,543,345	1,571,482	28,137	6,285,928	6,285,928	-	4,742,583	
76 Total expenses	16,414,334	18,325,011	1,910,676	69,865,668	69,203,953	(661,713)	52,789,618	F
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(458,629)	(2,560,609)	2,101,980	(6,713,683)	(5,820,358)	(893,324)	(5,361,730)	
Transfer between lifecycle and operating	70,898	70,898	-	1,491,000	1,741,000	250,000	1,670,102	F - To fund TCA assessments.
Transfer from unrestricted reserve	2,149,282	802,682	1,346,600	802,682	2,149,282		-	
Operating reserve	3,000,000	-	3,000,000	-	3,000,000		(225,000)	
Transfer to asset management life cycle	-	-	-	(225,000)	(225,000)		(225,000)	
Transfer to books capital	(393,091)	(369,818)	(23,273)	(1,640,927)	(1,640,927)	-	(1,247,836)	
Add back amortization	1,543,345	1,571,482	(28,137)	6,285,928	6,285,928	-	4,742,583	
EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL:	5,911,804	(485,365)	6,397,170	0	5,489,924		421,880	
Government transfers for capital	-	-	-	4,249,000	4,249,000	-	4,249,000	
Amortization	(1,543,345)	(1,571,482)	28,137	(6,285,928)	(6,285,928)		(4,742,583)	
Purchase of books capital	393,091	369,818	23,273	1,640,927	1,640,927		1,247,836	
Add back transfer to asset management life cycle	-	-	-	225,000	225,000		225,000	
Transfer between lifecycle and operating	(70,898)	(70,898)	-	(1,491,000)	(1,741,000)	(250,000)	(1,670,102)	
Less transfer from unrestricted reserve	(2,149,282)	(802,682)	(1,346,600)	(802,682)	(2,149,282)		-	
Less Operating reserve	(3,000,000)	-	(3,000,000)	-	(3,000,000)			
Write off of tangible capital assets	-				-			
Change in Accumulated Surplus	(458,629)	(2,560,609)	2,101,980	(2,464,683)	(1,571,358)			
Accumulated Surplus, beginning of year	52,709,478	52,597,810	111,668	52,597,810	52,709,478			
Accumulated Surplus, end of year	52,250,849	50,037,201	2,213,648	50,133,127	51,138,120			

Lifecycle Funding and Spending Profile	Projects	Description	2021 Planned	2021 Forecast (YEE)	2021 Executed (YTD)	2021 Committed (YTD)	2021 Total (YTD)
As at March 31							
Funding Source			('000)				
		Carry Forward Funds	3,654	3,644	2,264	-	2,264
		Current Year Funds	3,094	3,169	75	-	75
		Growth Project Funds	-	-	-	-	-
Total Funding Available			6,748	6,813	2,339	0	2,339
Spending Profile							
	Carry Forward Projects	2020 Carry Forward Projects	1,741	1,846	306	1,012	1,318
	New Projects	Building	770	1,595	-	-	-
		Demand Maintenance	500	500	-	-	-
		Furniture	-	-	-	-	-
		Vehicles	250	250	125	-	125
		Technology	660	660	-	7	7
		Growth Projects	-	-	-	-	-
		Asset Management	600	600	-	-	-
Total Spending Profile			4,521	5,451	431	1,019	1,450
Net			2,227	1,362			5,363
		Contingency	200	200	-	-	-
Total Funds Available			2,027	1,162			5,363

Operating Reserve Fund	Projects	Description	2021 Planned	2021 Forecast (YEE)	2021 Executed (YTD)	2021 Committed (YTD)	2021 Total (YTD)
As at March 31							
Funding Source			('000)				
		Carry Forward Funds	3,000	3,000	3,000	0	3,000
		Current Year Funds	0	0	0	0	0
Total Funds Available			3,000	3,000	3,000	0	3,000
Spending Profile							
	Carry Forward Projects						
		2020 Carry Forward Projects	0	0	0	0	0
	New Projects						
		2021 Projects	0	0	0	0	0
Total Spending Profile			0	0	0	0	0
Total Funds Available			3,000	3,000	3,000	0	3,000

Calgary Public Library Foundation Update

May 19, 2021

Fundraising Highlights

- In May, we launched a robust direct mail campaign to boost support for Collections development to 15,000 homes (including a new strategic approach for ~300 donors). In addition to the Direct Mail, we will be:
 - Hosting a Town Hall on May 20 with Kari Brawn, Collection Development Manager to share the complexities of book ordering and management at the Calgary Public Library
 - On LibraryStore.ca, our May Boost Your Buy features products from The Happiest Collection, a local partnership. Proceeds from the "Happiest When Reading" adult sweatshirts and "Happiest with my Books" kids' sweatshirts and t-shirts will be matched and directed to enhancing Collections at the Library.
 - So far this year, thanks to a donor match, the Boost Your Buy products have netted \$12,695 for the Library.
- We are participating in the Shaw Birdies for Kids presented by AltaLink program in 2021. The Tournament matches donations received through their platform until mid August, up to 50%.
- New secured gift commitments include support for Reading with Royalty, My First Bookshelf and highest priority needs
- Our team has had new, encouraging discovery major gift meetings with corporations and individuals. Projects of interest include: Early Learning Centres, My First Bookshelf, Inclusion, Digital Equity, Room Namings and more.
- Our February Direct Mail, which focused on Digital Equity garnered more than \$74,000 from more than 530 donors.
- Our Library Giving Day appeal raised more than \$13,000 from 116 donors in support of the Resiliency Fund (our best Library Giving Day to date!)

Organization Highlights

- On May 18, the Foundation hosted our Annual General Meeting.
 - We said farewell to Board Members, Judith Umbach, Janet Hutchinson and Chair, Carl Landry as their terms came to an end.
 - We also welcomed new Board Members: Usman Tahir Jutt, Dean Koeller and Don Sewell.
 - Rob Van Wielingen is the new Chair of the Library Foundation Board.
- The Foundation's Council of Champions are taking a hiatus until the winter to allow the Foundation Board and staff to determine a new Chair and mandate.

Upcoming

- **May 17** – Direct Mail focused on Collections lands in Mailboxes
- **May 20** – Town Hall: Behind the Covers featuring Kari Brawn
- **June 1 - 30** – Public 50/50 Cash Raffle
- **June 10** – Town Hall: Ultimate Summer Challenge/ Summer slide with Kate Schutz (TBC)
- **August 15** – Deadline for the Birdies for Kids match