CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, January 26, 2022
Online via Microsoft Teams

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10. **Audit and Finance Committee**

11. **Calgary Public Library Foundation Update**   Verbal
Sandy Gill and Jocelyn Phu, Library Board Representatives

12. **Other Business**

13. **Adjournment**

TREATY 7 LAND ACKNOWLEDGEMENT

To begin our meeting today, we acknowledge Moh'kinsstis (*Moh-gin-tsss-iss*), 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, which include the Siksika (*Six-ih-gah*), Piikani (*Bee-gun-nee*), and the Kainai (*Gaa-nah*) First Nations. We recognize the Iethka (*Ee-ih-th-kah*) Stoney Nakoda Nation, including Chiniki (*Chin-ih-key*), Bearspaw, and Wesley (*Wes-lee*), and we recognize the Dene (*De-nay*) people of the Tsuut'ina (*Sue-tin-ah*) First Nation. The City of Calgary is also the traditional homeland of the Historic Northwest Métis and is home to the Métis Nation of Alberta, Region 3.

Calgary Public Library serves the community on this traditional land, and we honour 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-gee (Blackfoot hello)

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

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

BLACKFOOT CONFEDERACY NATIONS:

Siksikaistitapi - Six-ih-gay-tss-ih-taa-bee is the Blackfoot Confederacy which is comprised of the four Blackfoot nations.

Siksika Nation - Six-ih-gah

Piikani Nation - Be-gun-nee

Kainai Nation - Gaa-nah

Mohkinstsiss (Moh-gin-tsss-iss) means where the two rivers meet / the elbow at the confluence of the Bow and Elbow Rivers. Refers to where the two rivers meet and what we refer to today as Calgary.

TREATY 7 NATIONS:

Tsuut'ina - Suu-tin-Ah (Dene people of the Beaver clan)

Iethka Stoney Nakoda – Ee-ih-th-kah Stoney Nuh-koh-duh

Chiniki Band –Chin-ih-key

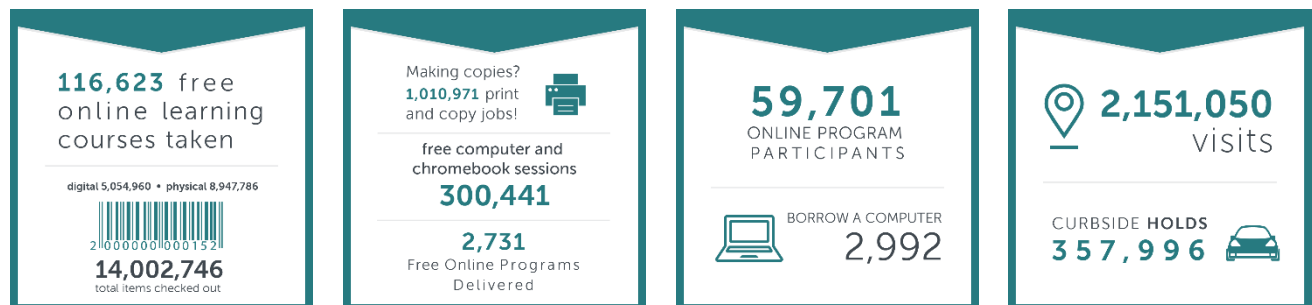Bearspaw Band –Bears-paw

Wesley Band – Wes-lee

CEO Report
January 2022

Calgary Public Library begins a new year that will see our organization dream of the Calgary we want to create as we develop a new four-year strategic plan to make it a reality and continue to respond to the ongoing challenges of the pandemic, while meeting urgent community needs.

In the final year of the *2019-2022 Strategic Plan*, it is important to fulfill the obligations of that plan while prioritizing the development of the upcoming 2023-2026 Strategic Plan and establishing foundations for future work. To bring focus in such a transformational year, the Library is approaching 2022 workplans through four strategic focus areas:

- Pandemic Response and Economic Recovery
- Supporting Children and Youth
- Building Community Resiliency
- Planning for the Future

The Library has also created a [Year in Review video](#), posted to our YouTube channel that highlights some of the work we accomplished in 2021 and some statistics on service that was delivered to over 723,000 members last year.

116,623 free online learning courses taken digital 5,054,960 • physical 8,947,786 **14,002,746** total items checked out	Making copies? **1,010,971** print and copy jobs! free computer and chromebook sessions **300,441** **2,731** Free Online Programs Delivered	**59,701** ONLINE PROGRAM PARTICIPANTS BORROW A COMPUTER **2,992**	**2,151,050** visits CURBSIDE **HOLDS** **357,996**

This report will highlight some of our work at the end of 2021, and how it prepares a foundation for an ambitious year.

Government Relations

Since welcoming a new City Council in October 2021, the Library has been working to get to know our new council members and let them know more about library service in their respective wards. We have met with many new councillors and have already provided community library tours to several of them, with more planned for early 2022. These conversations have been very positive and have touched on community needs during the pandemic, youth programming and supports, mental wellness, economic recovery, and the need for strong system-planning and proper infrastructure in collaboration with the City.

We were also able to continue an important tradition with Mayor Gondek as we recorded our annual Mayor's Holiday Storytime. We were happy to partner with Scholastic Canada on securing rights for

the titles, and as of this report, the video is one of our most popular recent videos on YouTube with over 2,600 views in less than four weeks and it has received over 68,000 impressions on social media for a total reach of 190,000.

System Developments

The Library sent a little holiday cheer across the system with our annual wintry floral displays for public and staff areas. Staff have commented how this simple act raises spirits and is appreciated by employees and visitors.

Facilities capped off a busy year of improvements and life-cycle renovations with a few final projects. Southwood received new paint and carpet to freshen up its well-used space, and Memorial Park's massive renovation is in its final stages with updates to its staff and music practice rooms. Renovations have already begun at Saddletowne and Shawnessy will follow for life-cycle updates and the addition of small meetings rooms for each location.

All locations recently received updated shelf end signage to better reflect the intended school-aged audience. Nose Hill, Crowfoot, and Shawnessy also received updated signage in their Questionarium spaces.

Mobile vaccination clinics continued to visit locations across the city throughout the holidays and with the availability of boosters, these clinics suddenly became very busy. In the last three months of 2021, Calgarians received 1,226 vaccinations at these clinics and another 266 vaccinations as of mid-January.

On January 19, the Library unveiled its commitment statement on Equity, Diversity, and Inclusion. The Employee Engagement Action Team (EEAT) worked with leadership to develop a communication plan and explore ways in which to quickly operationalize this commitment to help all employees and leadership to "Communicate It, Own It, and Live it."

> CALGARY PUBLIC LIBRARY'S COMMITMENT TO EQUITY, DIVERSITY, AND INCLUSION:
>
> Everyone should be able to realize their potential at Calgary Public Library. Everyone has a right to feel respected, safe, and included within the Library and community. To ensure that,

we must work to eliminate societal barriers to full inclusion in programs, services, internal operations, and institutional culture. We have a responsibility to create and maintain an environment of equity, diversity, inclusion, and dignity in all spaces we occupy and in all aspects of our community role. We continue to listen, learn, and act in collaboration with the City of Calgary and community partners.

The statement is also available as a video featuring EEAT members and ASL interpretation by Deaf and Hear Alberta. This is the first time the Library has worked with professional ASL interpreters for a video project.

Operational Highlights

Library Hotline continues to be a well-used community resource. In 2021, Library Hotline responded to more than 124,000 questions. From October to December 2021, Library Hotline received over 22,000 queries, with 80% being phone calls, 16% via email, and the remaining received through the chat bot.

The Library completed a successful indoor program pilot in November and December, targeting programs for children and families within current public health restrictions and guidelines. The pilot was a way to begin re-introducing programming in a measured way that would set staff, partners, and volunteers up for success and enable opportunities to learn and adapt program guidelines along the way. Twelve Library locations offered 19 programs (54 classes), attracting 342 patrons. Evaluation surveys from staff indicated that the health and safety measures in place (which included distancing, masking and a requirement for all patrons, staff, volunteers, and partners 18+ to be fully vaccinated to attend) were well received and the overall experience was a positive one. At Shawnessy, staff delivered their first Baby Rhyme Time since March 2020 to some eager parents and caregivers!

Phase 2 of the pilot, in which the Library planned to scale up the number of programs available for children and families and introduce select adult educational programming, was planned to start January 24. In response to a rapidly evolving COVID-19 situation due to the Omicron variant, Phase 2 was suspended. The Library continues to monitor the COVID-19 situation and is well positioned to move forward with the re-introduction of indoor programming when the time is right.

While the Library is not offering in-person programs, we continue to offer a variety of online learning and engagement opportunities. One-on-one support services (such as Wellness Desk) are available in select locations and contactless delivery and deposit services (such as Libraries in Residence and Homebound Readers) are available to reduce barriers for those who are not able to visit a library facility.

Homebound Readers volunteer program serves some of our most isolated members. Following service disruption due to the pandemic, the Library completed an outreach to connect with patrons and match these members with new volunteers. Over 40 readers received personal calls from staff and 17 new matches were made in just two months. These members can now look forward to receiving books and having the occasional phone chat with their trained volunteer.

Getting Library materials and support to community members at risk for social isolation has been a priority for outreach librarians and staff. The Libraries in Residence program resumed service at two facilities: The Manor Village at Fish Creek and McKenzie Towne Long Term Care. Both facilities came back on board after almost two years of suspended service, and more frequent deliveries were also added to Providence and Westbourne for a total of 64 care facilities receiving regular deposit collections of Library material. A resident was so thankful; she waited downstairs to thank the delivery staff member and gift them a box of chocolates.

School-age supports continue to be a critical area for the Library and we have seen a need for in-home learning resources as well as increased outreach and supports to educators in Calgary and surroundings areas.

At Fish Creek, St. Jude Elementary School requested Library visits to support their Family Read Aloud Challenge. The request said: "Despite various efforts through home reading programs, many of our students are not reading at home. With the educational gaps students have experienced due to COVID, many of our students are reading well below grade level."

Across the City, Signal Hill also saw a need for learning supports and completed book deposits to five schools and four after-school care programs. This valuable service is provided by locations across the City and brings the Library to thousands of kids who might not be able to get to the library otherwise.

Library School piloted the return of onsite learning at Central Library by bringing five groups of students onsite for a total of seven days with great success and much excitement from students. These in-person visits complement a robust virtual school visit program, and the popular Librarian on Call service.

Take-home kits for early literacy and school-age students have become immensely popular in recent months, with the pilot rapidly expanding. Kits contain play-based activities (children 0 to 5) or STREAM activities (children 5-12) and provide the opportunity for the Library to activate spaces and engage with children at a time when onsite service options are limited. In addition, this service, along with the teen wellness kits, provided an opportunity for volunteers to connect and give back to community, with over 101 volunteers contributing 383 hours to assemble kits for library locations.
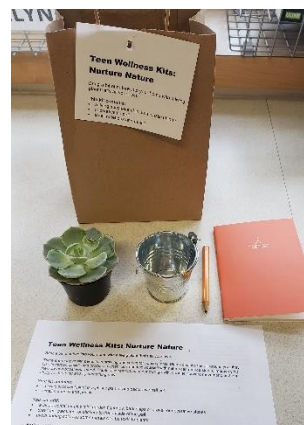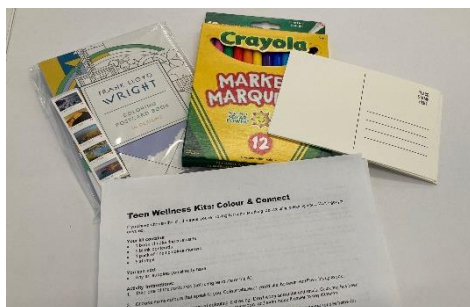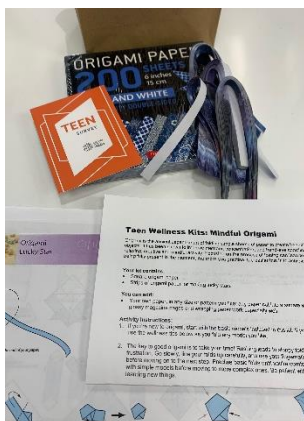
Build a Book Bag was a service innovation in early 2021 to expand curbside offerings, but the project has continued to perform well and have a loyal following. In 2021, 17,780 curated book bags were created for members of all ages. At Nose Hill, a patron who has used the Library for more than 50 years was grateful and amazed by the new service that had provided her and her family with a curated selection of holiday reading. She told staff she's enjoying trying our newer services and appreciates all the different resources we provide.

Volunteers continued to support Calgarians by volunteering with the Library both in-person and online. Overall, 176 volunteers contributed over 1, 200 hours of support from November to December. Virtual opportunities accounted for 33% of all hours while in-person volunteer opportunities accounted for 67% of the hours. In 2021, more than 1,500 volunteers contributed over 7400 hours, highlighting the impact Library volunteers continue to make in the community.

Strategic Initiative Highlights

As we begin a new year, we already see encouraging momentum across our strategic focus areas of pandemic response and economic recovery, supporting children and youth, building community resiliency, and planning for the future. Below are just a few highlights for this month:

The Library was pleased to learn of continued funding through March 2023 from the Government of Alberta in support of the Job Desk service and related career workshops, offered in partnership with Bow Valley College. Job Desk is an important resource for the community and in 2021 we reached over 950 job seekers.

Kevin Franco, the first Entrepreneur in Residence, will be with the Library until the end of March. The Entrepreneur in Residence program, a partnership with Platform Calgary, aims to support individuals keen to explore entrepreneurship and build skills related to tech and innovation start-ups.

Library staff also participated in several ideation sessions led by the City of Calgary, in partnership with Platform Calgary, around the creation of an Innovation District. Service Design staff also met with Calgary Economic Development to discuss opportunities to identify alignment between future priorities to support economic recovery as both organizations work on new strategic plans. A meeting with Calgary Chamber to explore partnership opportunities is planned for this month as well.

Family Reading Kits will launch on Family Literacy Day (January 27), connecting literacy activities to books in the Library's children's collection. Five titles have been selected and paired with a printed activity book to foster family literacy and the shared experience of reading aloud and connecting around stories. Kits will be available for pickup in the Questionarium spaces at six locations.

The Rozsa Arts at the Library program lowers barriers by bringing unique arts and culture experiences to the community, while providing a platform for emerging and mid-career performing artists. The last concert of 2021 was broadcast live from the Patricia A. Whelan Performance Hall at Central Library on December 2 and streamed on the Library's Facebook page. In 2021, the program featured eight artists and delivered 19 in-person and virtual performances.

The Library is engaging in a process to ensure subject terminology related to Indigenous peoples is culturally sensitive and accurate. In December, Maddy Tailfeathers, an intern with our Collections team, hosted an introductory meeting with Elders. Consultation with our Elders' Guidance Circle members is a critical component of this work and further workshops will be held over the next few months with the Elders to continue discussions and ensure we are moving forward in the right way.

In partnership with the University of Calgary, the Library will also be co-hosting three workshops in January, February and March of 2022 on Decolonizing English Language Arts. The workshops will focus on Diverse Language, the Arts, and the Land, and will be facilitated by classroom and community educators, including Knowledge Keepers, to explore how we can decolonize our understandings of literacy.

On January 27, the Library will host an online program, *History of Jew-Hate: The Neverending Story* in partnership with Edmonton Public Library. In honour of International Holocaust Remembrance Day, the program will feature a conversation with Ben M. Freeman as he discusses Jewish identity, combating antisemitism, and raising awareness of the Holocaust. Both Calgary and Edmonton Mayors, along with the Presidents of the Calgary and Edmonton Jewish Foundations will provide remarks and Irwin Cotler will supply a short video as part of the Introduction.

In honour of Black History Month, and as part of the Human Rights and Holocaust Education program initiative, Edmonton Public Library and Calgary Public Library will invite grades 4-9 classes to a virtual presentation by award-winning and internationally renowned Canadian author Lawrence Hill on February 8. Participating classes will be among the first to share in the adventure of Beatrice, a brave and resilient Black girl, as Hill reads from his middle-grade debut, *Beatrice and Croc Harry*.

One of the Library's key strategic projects in 2022 is the Data Modernization Project. This is a large project that will move the organization's data repository to the cloud and update data architecture to use the latest technologies. The updated environment will enable use of Artificial Intelligence (AI) based systems and tools to aid in better data analysis. Initial work will focus on the setup of the cloud repository, security design, and data architecture design. The IT team continues to look for efficiencies and opportunities, while remaining diligent to protect privacy and practice a layered approach to mitigate cyber-security threats.

As we begin to build a new Strategic Plan and work with the City and our hundreds of community partners on how we can be the best Library for our community today and 20 years from now, I think it's important to remember the incredible power and value of in-person library services and welcoming public spaces for all. This story from staff at Crowfoot Library encapsulates that for me:

> One day in December, a Syrian refugee family came to Crowfoot Library to complete their citizenship application forms. The two eldest brothers came with their father, with the eldest brother taking the lead on the gargantuan task of completing the paperwork. They were on the phone with a counsellor from Immigrant Services Calgary and supported by Library staff. It was a daunting task to navigate the government website, open the appropriate forms, and print and photocopy many supporting documents for each family member. Library staff switched off throughout the day, supporting the family and adding extra computer access time to ensure their work was not lost. The sense of importance was heightened by understanding that the family's entire citizenship process would be at stake if forms were incomplete or filled out wrong. It is no exaggeration to say that they were in the Library for the entire day without taking a break. In the end, they had completed the necessary documentation and were hugely grateful to the staff and the Library. Upon their next visit, they again expressed gratitude to the staff.

YEAR IN REVIEW

2021 was a big year for Calgary Public Library. Thank you to all of our members, volunteers, supporters, and staff for helping us serve the community.

2,151,050 visits

free computer and chromebook sessions
300,441

CURBSIDE **HOLDS**
357,996

2,731 Free Online Programs Delivered

BUILD A BOOK BAG **17,780**

BORROW A COMPUTER
2,992

723,633 MEMBERS

CALGARY PUBLIC LIBRARY

116,623 free online learning courses taken

Making copies? **1,010,971** print and copy jobs!

LIBRARY HOTLINE **QUESTIONS**
147,891

59,701 ONLINE PROGRAM PARTICIPANTS

digital 5,054,960 • physical 8,947,786

2 000000 000152

14,002,746 total items checked out

518,078 WIRELESS SESSIONS

CALGARY
PUBLIC
LIBRARY

POTENTIALS REALIZED

Calgary Public Library | Strategic Plan 2019 – 2022

MISSION

Empowering community by connecting you to ideas and experiences, inspiration and insight.

VISION

Potentials realized.

VALUES

INCLUSION

The Library upholds the principles of a just society, chief among them respect, dignity, and equity.

We engage in open, meaningful dialogue and deepen our understanding to inform Library practice and create an environment that is inclusive of all.

CURIOSITY

The Library doesn't settle for what we already know. We explore new ideas, consider fresh perspectives, and seek to innovate. It is our curiosity, teamed with our creativity, that ensures we continue to achieve. We use our imaginations to set and exceed our own high standards.

COLLABORATION

Our decisions are better and our impact greater when we work with our colleagues, our members, and our partners.

QUALITY OF LIFE RESULTS

INCLUSIVE AND COHESIVE COMMUNITIES

Through the Library's work, individuals experience growth in:

• A sense of belonging,
• A sense of empowerment in community decision-making, and
• An ability to empathize and interact across differences.

RESILIENT, PURPOSEFUL, AND INSPIRED LIVES

Through the Library's work, individuals experience growth in:

• Personal meaning, capacity, and connectedness, and
• A positive, enthusiastic and hopeful outlook on the future.

2022 STRATEGIC INITIATIVES PLANNING

Calgary Public Library continues to serve the promise of Potentials Realized from our 2019 – 2022 Strategic Plan despite the ongoing challenges of COVID-19, through a commitment to resiliency and innovation.

In the final year of the 2019-2022 Strategic Plan: Potentials Realized, it is important to fulfill the obligations of that plan while prioritizing the development of the upcoming 2023-2026 Strategic Plan and establishing foundations for future work. This will all take place against the backdrop of the ongoing pandemic, which involves ongoing uncertainty. The Library requires focus and flexibility to provide as much public service as safely possible, while investing in innovation to address urgent and emerging community needs.

STRATEGY I

Create opportunities to build connection, share in collaborative action, and deepen understanding of community.

Library attention and resources will be prioritized on:

INCLUSION

Calgary Public Library commits to lowering barriers to participation, especially for newcomers and those living in social or digital isolation.

The Library will reflect on its own barriers, use partners and outreach to build bridges, and seek to understand and fill the information and technology gaps that prevent some from fully connecting and participating in civic life.

Through increased accessibility and openness, the Library seeks to build empathy, respect, and acceptance for marginalized community members and enrich their connection to shared aspirations and goals.

RECONCILIATION

Calgary Public Library commits to forging a path of Reconciliation by listening to, learning from, and building relationships with local Indigenous communities — particularly those of the Treaty 7 region in Southern Alberta, as well as the Métis Nation of Alberta, Region III.

The Library will become institutionally self-aware of the impacts of colonization and residential schools, work to increase awareness of these impacts in the wider community, and move forward with the perspective of Indigenous worldviews.

Through increased intercultural awareness and empathy, the Library seeks to be a successful collaborator, developer, and supporter of programs, collections, and spaces in the spirit of Reconciliation.

CONNECTION

Calgary Public Library commits to providing a platform for those engaged with ideas, their community, and local issues to receive unique insights, and create connections and networks.

The Library will act as organizer, facilitator, venue, and champion of intellectual freedom, to foster respectful conversation and meaningful dialogue.

Through sharing ideas, culture, and stories, the Library seeks to increase the volume and quality of dialogue on local issues and concerns and improve the reach of civic engagement.

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STRATEGY II

Be a positive catalyst for personal change and adaptation, sustaining curiosity and lifelong discovery.

Library attention and resources will be prioritized on:

EARLY LITERACY

Calgary Public Library commits to supporting families in Calgary and surrounding areas, including parents and caregivers, as they help their children learn and grow.

The Library will take a holistic approach to building successful early literacy outcomes by applying best practices in research, spaces, collections, people, and programs aimed at our youngest citizens.

Through facilitating effective development of foundational skills, the Library seeks to increase school readiness.

LEARNING

Calgary Public Library commits to be an igniter of human potential and a beacon for those engaged in school, lifelong, and self-directed learning.

The Library will leverage its resources to augment curriculum and support school success. Spaces, collections, and programming will inspire learning, explore creativity, and facilitate the reimagining of possibilities.

Through increased targeting of literacies and life skills, the Library seeks to increase learning success and build the confidence and resiliency necessary to fully participate in the economy.

EMPOWERMENT

Calgary Public Library commits to empowering all users to dream, learn, and grow.

The Library will identify and remove financial, operational, technological, psychological, and physical barriers so that using the Library is seamless and easy. We will be responsive to emerging trends and the needs of users in how we create and deliver services and spaces.

Through nimble and responsive service, the Library seeks to become the preferred path for creative exploration, innovation, and inspiration so that users enrich their lives and see their potentials realized.

2022 STRATEGIC FOCUS AREAS

For 2022, initiatives will be framed by four operational areas of focus. Work to progress 2019-2022 strategic priorities of Inclusion, Reconciliation, Connection, Early Literacy, Learning, and Empowerment will nest within these areas.

PANDEMIC RESPONSE AND ECONOMIC RECOVERY

• Ongoing crises response and recovery including re-animation / re-activation of library services
• Leveraging partnerships in support of economic recovery
• Membership strategy: growth and retention

BUILDING COMMUNITY RESILIENCY

• Launch innovative programming and services that prioritize social connection, empathy building, and lifelong learning
• Progress on foundations for Equity, Diversity, and Inclusion and commitments to Truth and Reconciliation
• Exploring the role of the Library in today's world

SUPPORTING CHILDREN AND YOUTH

• Youth strategy development and launch
• Re-activating early learning supports and spaces

PLANNING FOR THE FUTURE

• Development of 2023-2026 Strategic Plan
• System growth planning (inner-city location improvement and new location development)
• Data optimization
• Innovation engine: a design-thinking approach to planning

<p style="text-align:center;">**Unapproved** Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, January 05, 2022
5:30 pm</p>

In Attendance:

Board	**Administration**
Andrew Rodych (Chair)	Sarah Meilleur, *CEO*
Haritha Devulapally	Amanda Robertson, *Executive Assistant*
Sandy Gill	Heather Robertson, *Director, Service Design*
Evan Legate	
Crystal Manyfingers	
Jocelyn Phu	

Regrets:
None.

1.   Treaty 7 Opening

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

2.   Review of Agenda

MOVED by Sandy Gill that the January 5, 2022 agenda be approved as presented.

<p style="text-align:right;">Carried unanimously</p>

3.   Approval of Minutes

MOVED by Crystal Manyfingers that the minutes of the October 6, 2021 Governance Committee meeting be approved as presented.

<p style="text-align:right;">Carried unanimously</p>

4.   Business Arising

None.

5.   Board Relations

A. Organizational Meeting Review

The Committee reviewed procedures and outcomes from the November 24, 2021 Organizational meeting. The Committee agreed that the updated framework of setting proposed slates of committee membership and electing committee chairs was an effective use of time. No proposed changes were brought forward for the 2022 Organizational meeting.

B. Orientation Next Steps

Heather Robertson reviewed plans for upcoming Board orientation process as described at the December 1, 2021 Board meeting. The Committee agreed that the orientation work may continue as planned and did not have any suggestions for changes at this time. The Committee asked Library Administration to proceed with scheduling orientation sessions and updated Board portraits in January and February as outlined in the plan.

Task	Responsible	Deadline
Collect Board member availability to schedule January and February orientation sessions.	Administration	January 2022
Collect Board member availability to schedule updated portraits for the Library website.	Administration	January 2022

C. Governance Committee Mandate Review

Heather Robertson advised the Committee that the mandate was revised in 2021 to empower the Committee to strike an ad hoc Board Recruitment Committee each year rather than requiring approval from the Board for this routine activity.

The Committee agreed that no changes are needed at this time.

MOVED by Sandy Gill that the Governance Committee Mandate be approved as presented.

Carried unanimously

6.   Board Self-Evaluation

A. Self-Evaluation Survey Results Review

The Committee reviewed the results of the 2021 Board Self-Evaluation survey. The Committee noted some trends in the written feedback, highlighting concerns about all Board members being prepared for meetings, having capacity for the required workload, and prioritizing strategic, governance-level, oversight rather than operational details. Multiple responses also referred to the need for a more robust new member orientation program, which is currently being addressed by both the Board and Administration.

The survey had been structured in such a way that most questions provided multiple-choice options of "Always", "Usually", "Sometimes", "Rarely", and "Never". When a participant selected "Rarely" or "Never", they were prompted to provide additional feedback. Under this format, only one multiple-choice question provided a written response. The Committee noted that a way to solicit more helpful opinions would be to prompt for additional feedback with every response rather than restricting it to the lowest-ranked responses.

The Committee noted two takeaways to address in the 2022 workplan. The first is to build further on Board members' knowledge and skills in general governance best practices. The second is to work with the Board to develop consensus on Governance priorities and language surrounding them. The Board values diversity of thought, and the Governance Committee has a role in developing a framework for the Board's work and helping Board members to align their work within that framework.

B. Exit Interviews

Andrew Rodych advised that, in a typical year, the Board Chair would complete a formal exit interview with any departing members. Because both the Board Chair and Board Vice-Chair departed in 2021, there was no exit interview beyond the group discussion held in camera at the October Board retreat.

The Committee asked that the process be formally documented and that it include procedures for instances such as the one experienced in 2021. For example, if the Chair is departing, they may be interviewed by the Vice-Chair. If both are leaving, then the Governance Committee Chair may complete the interview. The interviewer may also be responsible for approaching departing council members to solicit optional exit interviews.

Task	Responsible	Deadline
Seek information in the handbook, policies, and bylaw regarding exit interviews and order of precedence for conducting those interviews when Board leadership will not be continuing with another term.	Administration	February 2022
Draft a new or updated procedure documenting the changes to the exit interview procedure as requested by the Committee.	Administration	February 2022

7. Bylaws, Policies, and Processes

A. Governance Capacity-Building

In response to informal and formal feedback demonstrating Board members' desires to learn more about board governance, the Committee discussed the possibility of providing these development opportunities in 2022. The Committee recognized that this would involve both general governance and more specific learning related to the *Libraries Act*.

Administration advised that Diana Davidson of the Public Library Services Branch (PLSB) has offered to speak with the Board about its rights and responsibilities under the *Libraries Act*. Several free, online, professional development workshops are also being offered by PLSB for any Board member who wishes to access them.

The Committee asked Administration to proceed with scheduling a session with a representative from PLSB on the topic of the *Libraries Act* and another session with the Institute of Corporate Directors (ICD) or a similar organization in Q1 2022 on the topic of non-profit board governance.

Task	Responsible	Deadline
With the guidance of the Committee Chair, book a session with ICD or an equivalent organization on the topic of non-profit board governance.	Administration; Andrew Rodych, Committee Chair	March 2022
Book Diana Davidson or another representative of PLSB to speak with the Board about the *Libraries Act*.	Administration	March 2022

MOVED by Andrew Rodych that the Governance Committee proceed with overseeing the implementation of board governance and *Libraries Act* learning opportunities for the Calgary Public Library Board in 2022.

8. Workplan Review

The Committee reviewed the proposed 2022 workplan and asked Administration to revise the document as follows:
- Under Board Recruitment, move "Review Board Recruitment/Appointment process" and "Initiate procurement process" from March to February
- Include confirmation from the City Clerk's office regarding expectations for the Library's Board member search before the potential vendor procurement process begins
- Under CEO Recruitment and Performance, move the annual and bi-annual evaluation processes to September in order for the results to be received for information by the Board at their last meeting of the year
- Under Board Self-Evaluation, add the 2021 survey action items for an initial discussion in February
- Under Bylaws, Policies and Processes, note discussions for the Equity, Diversity and Inclusion policy at the March retreat as well as the May and June Governance meetings

Include confirmation from the City Clerk

The Committee also asked Administration to bring forward suggestions for which policies are in most immediate need of attention and updates within the "Strategic alignment review of bylaws and policies".

Task	Responsible	Deadline
Seek confirmation from the City Clerk about expectations for the Library's Board member search.	Administration	February 2022
Bring forward suggestions for policies in most immediate need of attention from the Committee.	Administration	February 2022
Make requested changes to the workplan.	Administration	February 2022

9. Other Business

A. Public-Facing Meetings

The Governance Committee sought clarity on messaging brought forward by Administration at the beginning of the December 1, 2021 Board meeting, which was perceived by some members of the Board to mean that fulsome discussion was to be saved for committee meetings.

Administration confirmed that the intention of the communication was to provide an update to Board Members that due to a change in Microsoft Teams functionality, the previously private chat function was now viewable by all members of the public in attendance at the live event. As this feature was not under the control of the Library, Administration noted this change to ensure Board members were aware that any comments shared in the chat would be viewable by the public.

The Committee discussed the need to ensure all members of the Board understand what is and is not made public during meetings along with any other differences between the committee and full Board meeting formats. Andrew Rodych advised that he will bring this topic forward during the January 26, 2022 Board meeting.

Task	Responsible	Deadline
Lead a discussion on the differences in logistics, privacy, and decorum in committee and full Board meetings.	Andrew Rodych, Committee Chair	January 26, 2022

10.   Adjournment

MOVED by Jocelyn Phu that the meeting be adjourned at 7:20 pm.

Transcribed by Amanda Robertson

_____
Andrew Rodych
Committee Chair

Unapproved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Wednesday, January 12, 2022
5:30 pm

In Attendance:

Board	**Administration**
Crystal Manyfingers (Chair)	Sarah Meilleur, *CEO*
Sandy Gill	Alexis Apps, *Senior Executive Assistant*
Evan Legate	Mary Kapusta, *Director, Communications*
Jocelyn Phu	Paul Lane, *Director, Corporate Services*
	Amanda Robertson, *Executive Assistant*
Regrets:	Shannon Slater, *Director, Service Delivery*
Gayle Burnett	
Sheeba Vijayan	**Guests**:
	Trevor Myers, *Business Analyst, Corporate Services*

1. Meeting Opening

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

2. Review of Agenda

MOVED by Jocelyn Phu that the agenda for January 12, 2022 be approved as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Jocelyn Phu that the minutes of the October 13, 2021 meeting be approved as presented.

Carried unanimously

4. Business Arising

None.

5.   Q4 2021 Strategic Scorecard Review

Trevor Myers presented highlights from the Q4 2021 Strategic Scorecard Update. The Q4 2021 report includes results in the How Much, How Well, and Better Off categories of accountability measures.

How Much measures are reported each quarter using empirical data collected on the use of Library services and infrastructure. How Well measures are intended to assess member engagement and are sourced through phone surveys to a random sample of membership as well as third-party vendors for Q2 and Q4 each year. Better Off measures are captured through a phone survey to a random sample of members as well and are reported once each year in Q4.

In Q4 2021, only 3 of the 16 reported measures exceeded their targets. As in previous reports, this failure to meet targets is attributed primarily to the unpredictable nature of the ongoing pandemic. These targets were set in Q1 2021 with hopes that the impacts of the public health crisis would have largely abated by Q4 2021.

Circulation performed strongly in Q4 due to autorenewals and digital circulation but was 3% lower than the same period in 2019. Digital circulation continues to grow and exceed past use records. Curbside holds and the Build a Book Bag services continue to be popular services with 8,000 pick up interactions and over 600 curated bags provided to members in this quarter.

Use of virtual learning resources surged early in the pandemic and remain a popular service offering, though usage levels have subsided and returned to what had been measured in 2019.

Both the Programs and Outreach measures failed to meet their targets. This highlights the challenges of forecasting targets in periods of unpredictable change. Over 1,000 scheduled in-person programs were cancelled in Q4 due to public health restrictions and concerns. Though virtual programming continued to perform well with an average of 24 participants per program, it was not sufficient to reach the ambitious Q4 programming target alone. Outreach was also impacted by public health concerns with far fewer community programs than had been expected. The School Support Librarian was an outreach service that rose above the others in Q4, reflecting an ongoing need for school age supports for educators.

As many of the measures failed to meet targets due to service disruption related to the pandemic, Administration noted the challenge of evaluating key performance measures against the current environment as opposed to late 2018 when the last strategic plan was developed.

These measures were also heavily informed by City administration's desire to understand community impact through a personal lens, such as an individual's sense of belonging and inclusion in their community. However, recent events that are beyond the Library's control or influence have disproportionately affected performance measures. Board members present agreed that this will be an important area to review and evaluate when developing the new strategic plan.

As the 2023-2026 Strategic Plan takes shape, Administration and the Board will consider the most relevant means of measuring the Library's impact on the community.

MOVED by Evan Legate that the Q4 2021 Strategic Scorecard Review be received as presented.

Carried unanimously

6.   Board Retreat Planning

Because two of the Committee members were not present to provide input and distribute tasks related to the retreat, the Committee agreed to defer a motion to strike the ad hoc Retreat Planning Committee to February 2022. The Committee asked Administration to notify the Board via email, provide context on the retreat, and solicit volunteers in advance of the February meeting.

Task	Responsible	Deadline
Email the Board with context on the retreat and a solicitation for volunteers to plan it.	Administration	February 2022

7.   Community Library Liaisons

Shannon Slater presented the Community Library Liaisons report to the Committee. A similar program has previously operated under the title "Community Library and Board Connections", or "Library Buddies". Based on feedback from the Board seeking clarity on the purpose of the program in 2021, Administration has provided confirmation of its scope and intention.

Board members will each become a designated liaison for a cluster of Library locations. In a role that will vary dependent on the personal capacity and interest of each Board member and the public health environment at any given time, Board members may be invited to attend a small number of in person and virtual events, host Storytime programs, and spend time touring or visiting those locations over the course of each one-year term. The depth of involvement is at the discretion of individual Board members but yields a powerful opportunity for to meet staff and community members at their designated locations and share their experiences and insight with the Board and ELT. Seeing the needs and opportunities in those locations may also give Board members insight into how they may leverage their existing connections and community profile to contribute to the success of the Library's work and potentially support advocacy work with a range stakeholders.

Administration emphasized the positive impact this program also has on Library staff members who do not ordinarily have exposure to the Library's senior leadership. Becoming acquainted with management and Board members helps staff feel more connected and engaged with the Library's Strategic Plan and priorities.

The Committee agreed to continue with this program and will recommend it to the Board for approval. The Committee will send a proposed slate of liaison assignments to the Board based

on last year's assignments with adjustments as needed to accommodate new and departing members.

Task	Responsible	Deadline
Assemble the slate of Community Library Liaison assignments based on last year's commitments with changes made to accommodate the departure and appointment of new members.	Administration	January 26, 2022

MOVED by Jocelyn Phu that the Community Library Liaisons report be recommended to the Board for approval as presented along with the slate of proposed assignments.

Carried unanimously

8.   2022 Key Focus Areas: Strategic Initiative Planning

Mary Kapusta shared the 2022 Key Focus Areas for the Library's annual strategic initiative planning process. With the Library's Mission, Vision, and Values remaining largely unchanged in the long term and each Strategic Plan lasting four years, the annual strategic priorities or key focus areas is the way in which the Library may adjust its tactics and approach to arising community needs in the shorter term while remaining aligned with the Library's longer-term goals.

In 2022, the four Key Focus Areas will be: Pandemic Response and Economic Recovery; Supporting Children and Youth; Building Community Resiliency; and Planning for the Future. The Library will continue working to progress its 2019-2022 strategic priorities of Inclusion, Reconciliation, Connection, Early Literacy, Learning, and Empowerment within these four areas.

This presentation led into a discussion amongst Committee members about the 2022 strategic planning process to ideate the 2023-2026 Strategic Plan. Amanda Robertson captured notes from this discussion and will organize and forward them to Committee Chair Crystal Manyfingers for use in official strategic planning work later this year.

Task	Responsible	Deadline
Organize and forward strategic planning discussion notes to Crystal Manyfingers for use in future strategic planning work.	Administration	February 2022

9.   Workplan Review

The Committee reviewed the proposed 2022 workplan. Administration advised that specific topics for reports sharing progress on the Strategic Plan's 2022 key focus areas will be determined later in the year with the Committee's approval. No suggested changes were proposed at this time.

10.   Other Business

None.

11.   Adjournment

MOVED by Evan Legate that the meeting be adjourned at 7:00 pm.

Transcribed by Amanda Robertson

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Crystal Manyfingers
Committee Chair

Report to the
Calgary Public Library Board
Strategy & Community Committee
January 12, 2022

Community Library Liaisons

While respecting the boundary between Library governance and operations, the Board has indicated a desire for a clearer understanding of the Library's strategic initiatives as they are implemented throughout the system. This in turn may provide valuable insight to strengthen the Board's ability to provide feedback and guidance on Library strategies at the governance level. The following points provide a framework for how the relationships between community libraries and individual Board members can bring value to both the Library and the Board:

1. The Service Delivery Manager and the Board member will meet and tour the libraries in their cluster once annually with an eye to providing the Board member with updates on recent, ongoing or upcoming service, programming, community outreach and facility initiatives.

2. Attendance at 1-2 high-profile events in the community libraries annually will provide opportunities for Board members to interact with patrons, to observe the Library in action, and to demonstrate support for the Library's work. These high profile events will generally be identified by Service Delivery Managers, who will then offer invitations to Board members through the CEO's office, but Board members are also welcome to approach Service Delivery Managers should there be a particular event that interests them. Examples of high-profile events include:
   o community library anniversary celebrations
   o launches of new services or programs
   o grand openings, post-renovation celebrations or donor recognitions
   o large-scale events in the community in which the library is participating

3. Service Delivery Managers and Board members will leverage Board members' existing connections and community profile to contribute to the success of library work that depends on local relationships (as opposed to system-wide partnerships stewarded by Library administration). While the library has a strong suite of developed services, in-house programs and outreach activities, Board Members might facilitate introductions between community libraries and key figures in local community organizations in which a Board member may be involved and to which the Library's suite of services and programs may be of value (e.g., Bow Valley College, Immigrant Services Calgary, Action Dignity, community associations, etc.).

4. To continue learning about the advantages and opportunities arising from pairing Board members and community libraries, each Board member may share their experiences, ideas, and activities at Board meetings in the "Advocacy Updates" agenda item.   These updates may include topics such as:
   o valuable experiences they have had as a result of being linked to individual community libraries
   o opportunities identified and advanced through the community library/Board member linkage
   o suggestions for refining or advancing this framework

Calgary Public Library Board
Strategy and Community Committee
Proposed Community Library Liaisons
January 26, 2022

Community Libraries Organized by Management Cluster[1]

2021-2022 Community Library Liaisons			
Service Delivery Leadership	**Community Libraries**	**Address**	**2021-2022 Board Liaison[2]**
Shauna May	Nose Hill	1530 Northmount Dr NW	Evan Legate
	Signal Hill	5994 Signal Hill Centre SW	
Jen Waugh	Bowness	6532 Bowness Rd NW	Sheeba Vijayan
	Crowfoot	8665 Nose Hill Dr NW	
	Rocky Ridge	11300 Rocky Ridge Rd NW	
Donna Bedry	Giuffre Family	3223 14 St SW	Sandy Gill
	Louise Riley	1904 14 Ave NW	
	Memorial Park	1221 2 St SW	
Sara House & Mary Graham	Central	800 3 St SE	Jocelyn Phu
Allison Thomson	Central Support	800 3 St SE	
	Nicholls Family	1421 33 St SW	
Barb Gillard	Fish Creek	1161 Bonaventure Dr SE	Gayle Burnett
	Quarry Park	108 Quarry Park Rd SE	
	Southwood	924 Southland Dr SW	
Brin Chenille Bugo (Term)	Forest Lawn	4807 8 Ave SE	Crystal Manyfingers
	Saddletowne	150 7555 Falconridge Blvd NE	
	Village Square	2623 56 St NE	
Evette Berry	Seton	4995 Market St SE	Andrew Rodych
	Shawnessy	333 Shawville Blvd SE	
Chelsea Murray	Country Hills	11950 Country Village Link NE	Haritha Devulapally
	Judith Umbach	6617 Centre St N	
	Sage Hill	19 Sage Hill Passage NW	

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[1] Organizing these connections according to management cluster streamlines the process, allows for a deeper dive into the Library's impact in a specific area of the city, and increases understanding of the important interdependencies that exist among libraries within individual clusters.
[2] City Councillor Board members maintain ongoing connections with the Libraries located within their respective wards.

Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, January 18, 2022
5:30 pm

In Attendance:

<u>**Board**</u>
Haritha Devulapally *(Chair)*
Gayle Burnett
Sandy Gill
Andrew Rodych

<u>**Regrets**</u>
Sheeba Vijayan

<u>**Administration**</u>
Sarah Meilleur, *CEO*
Paul Lane, *Director, Corporate Services*
Amanda Robertson, *Executive Assistant*

<u>**Guests**</u>
Katrina Ducs, *Financial Services & Procurement Lead*
Chae Jun, *Controller*
Trevor Myers, *Business Analyst, Corporate Services*

1.   Treaty 7 Opening

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

2.   Review of Agenda

MOVED by Sandy Gill that the January 18, 2022 Audit and Finance Committee meeting agenda be approved as circulated.

Carried unanimously

3.   Approval of Minutes

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

Carried unanimously

4.   Business Arising

None.

5.   Finance Update

A. 2022 Budget Report

Chae Jun presented the 2022 Budget Report, which provided background context on the attached 2022 Operating Budget, 2022 Lifecycle Work Plan, and 2022 Operating Reserve. The report highlighted the Library's annual review of its $4.5M unsecured revolving demand facility. This financial instrument is intended to ensure cash flow timing does not impact normal Library operations for up to three payroll periods. The revolving demand facility will remain unchanged in 2022.

MOVED by Gayle Burnett that the $4.5 million revolving demand facility be recommended to the Calgary Public Library Board as presented.

MOVED by Gayle Burnett that the 2022 Budget Report be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

B. 2022 Operating Budget

Chae Jun presented highlights from the 2022 Operating Budget. This is the final year of the City of Calgary's 2019-2022 budget cycle. Revenues and expenses in the 2022 budget are consistent with the 2021 budget. With the financial year ended December 31, 2021 still being finalized, the Library is projecting a $1.9M cash surplus from 2021. $1M of that is expected to be used to balance the budget in 2022. Library Administration recognizes the potential risks of unforeseen circumstances and the ongoing global pandemic so will continue to forecast and reallocate as needed throughout the coming year.

MOVED by Gayle Burnett that the 2022 Operating Budget be recommended as presented to the Calgary Public Library Board for approval.

Carried unanimously

C. 2022 Lifecycle Work Plan

This document highlights the Library's funding sources and spending profile for 2022. The total lifecycle funding source available in 2022 is $7.8M. In 2022, $3.8M has been allocated to building projects and $0.9M to IT. The net $3.1M remaining will be carried forward to 2023.

MOVED by Gayle Burnett that the 2022 Lifecycle Work Plan and be recommended as presented to the Calgary Public Library Board for approval.

D. 2022 Operating Reserve

The Operating Reserve fund established in Q1 2021 remains at $3M with no plans to add or withdraw funds in 2022.

MOVED by Gayle Burnett that the 2022 Operating Reserve report be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

6.   Q4 2021 Risk Review

Trevor Myers presented highlights from the Q4 2021 Risk Register. There are currently 14 risk factors under active monitoring, 11 of which were updated in Q4. Of those 11 risk factors, 6 were categorized in the low threat range, 3 in the medium threat range, and 2 in the high threat range. Risk thresholds were modified to reflect forecasted activity levels.

All library locations were open for the entirety of Q4 2021, but many services were reduced due to provincial public health mandates, including in-person programs, early learning centers, and room bookings. Facilities were operating under metered access in accordance with provincial protocols.

Risk thresholds for Q4 2021 were established early in 2021 under the assumption that more traditional levels of service would have returned by this period. This assumption having been incorrect meant that building visits failed to meet their established target despite performing comparatively well under the circumstances.

Website visits decreased in Q4, which has been attributed to the cancellation of all in-person programming in September. Program registration is usually a key driver of traffic to the website, though this is mitigated in part by electronic circulation and virtual programming, which both continue to bolster website visits.

The cancellation of in-person programming resulted in a sharp reduction in the number of available positions for volunteers. The percentage of volunteers placed in programs exceeded its target but was lower than Q3 2021. This is due in large part to last-minute cancellations related to COVID-19.

Circulation per capita rose above 2020 levels but was below the Q4 2021 target. This is primarily due to the decrease in first-time circulation, which itself is highly dependent on building visits. Overall circulation is bolstered by autorenewal and digital circulation, the latter now representing 36% of total circulation.

Security incidents at Central Library were consistent with the higher levels seen throughout the pandemic despite a drop in Q3 2021. This increase in Q4 is attributed to the colder temperatures, which resulted in drug use shifting from the exterior to the interior of the Library. There was also a significant increase in abusive behaviour in comparison to Q3. A large proportion of abusive incidents were related to compliance with facial covering requirements and sleeping in the Library. Incidents of violent behaviour have also increased with some escalations in severity. These increases in frequency and severity are consistent with the experiences of surrounding business partners. Administration continues to navigate these security challenges, support Library staff, and work strategically with partners to address safety concerns.

In November 2021, 400 Library members were selected at random for a telephone poll asking about their overall satisfaction with Library services. The Library's satisfaction score remained at a high level consistent with previous scores. To remain at this level throughout the uncertainty of the global pandemic is a testament to the quality of service provided by the Library.

Q3 2021 was the first quarter during the global pandemic that saw all Library locations remaining open for the duration of the period. This provided valuable data that showed the importance of remaining open to the public. Q4 2021 showed a continuation of that trend, maintaining consistent levels for most measures with factors such as membership, visitation, circulation, and satisfaction continuing to perform comparatively well. Strong risk assessment will continue to inform the Library's decisions in delivering service and support to the community.

MOVED by Gayle Burnett that the Q4 2021 Risk Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

7.   Key Performance Indicator Review

Haritha Devulapally asked the Committee to consider the key performance indicators (KPIs) comprising the Library's quarterly risk register and whether they remain relevant in the current environmental context. Administration advised that these measures are considered internally each year and provided a list of proposed material changes to the Audit and Finance Committee's KPI reporting:

KPI	Recommendation
Volunteer Support	Change measure from *Volunteers Placed/Number of Opportunities* to *Volunteers per Capita*
Circulation per Capita	Report quarterly as a rolling average rather than annually
Net Financial Assets	Report annually at year-end rather than quarterly
Fraud	Remove from the Risk Register and include fraud in the Controller's reports

Municipal Grant per Capita	Report in Q1 rather than Q3 each year
Staff Engagement	Remove from the Risk Register and replace with another staff-focused measure related to topics such as safety or learning and development. Administration would like to take time to give this metric further consideration.
Central Library Incidents	Provide more specific data differentiating between types of incidents

The Committee discussed the possibility of introducing more forward-looking risk reviews rather than restricting the reporting to past performance. The Committee acknowledged that some of these metrics may never return to low threat levels after the operational changes that had to be introduced during the global pandemic. This exercise is an opportunity to consider the ways in which the Library's risk mitigation may need to be revised based on changing environmental circumstances.

The Committee agreed to consider these points and prepare for a discussion and action to be taken at the March 22, 2022 Audit and Finance Committee meeting.

Task	Responsible	Deadline
Consider the proposed and other potential changes to the Library's risk register for a discussion at the March Audit and Finance Committee meeting.	Committee; Administration	March 2022
Circulate the draft minutes to the Committee to allow time for consideration of the topic before the March Audit and Finance Committee meeting	Haritha Devulapally, Committee Chair	January 2022

8.   Audit and Finance Committee Mandate Review

The Committee reviewed the Audit and Finance Committee mandate and agreed that no changes are needed at this time.

MOVED by Sandy Gill that the Audit and Finance Committee Mandate be approved as presented.

Carried unanimously

9.   Workplan Review

The Committee reviewed the proposed 2022 Audit and Finance Committee workplan and asked Administration to include key performance indicator discussions in January and March 2022.

MOVED by Gayle Burnett that the 2022 Audit and Finance Committee Workplan be accepted as presented, subject to conforming revisions.

Carried unanimously

10.   Other Business

None.

11.   Adjournment

MOVED by Andrew Rodych that the meeting be adjourned at 7:25 pm.

Transcribed by Amanda Robertson

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Haritha Devulapally
Committee Chair

Report to the
Calgary Public Library Board
Audit and Finance Committee
Risk Register Update for Q4 2021
January 18, 2022

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 Q4 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.   CURRENT RESULTS
There are currently 14 risk factors under active monitoring, 11 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 11 risk factors, 6 have been categorized in the low threat range, 3 in the medium threat range, and 2 in the high threat range. Risk thresholds have been modified to reflect closure and forecasted activity levels.

Range	# of Measures	Notes
	6	
	3	Circulation per Capita, Website Visits, Library Space per Capita
	2	Building Visits, Central Library Incidents

All Library locations were open to the public through the entirety of this quarter. Many services were reduced due to the provincial public health mandates, including in-person programming, early learning centers, and room bookings. Metered access was in effect in accordance with provincial protocols.

Risk thresholds had been adjusted in target-setting earlier in 2021 to account both for potential periods of closure and for reduced visitation during this public health crisis. These thresholds were set under the assumption that Q4 would see a return to more traditional levels of service. As this was not the case, Building Visits failed to meet their established target, despite performing comparatively well. Though not quite as high as the previous reporting period, visitation is as strong as it has been since the pandemic began.

Website visits decreased slightly this quarter, failing to meet the established target by a small percentage. Electronic circulation, now representing 36% of total circulation, continues to perform extremely well and is a significant driver of traffic to the website. The cancellation of all Q4 in-person programming (following the reintroduction of public health restrictions in September) undoubtedly had a negative effect on Website Visits; program registration is another key driver of traffic and though online programming continues to grow in popularity, the lack of in-person offerings impacts visits to the website.

The ongoing uncertainty of the pandemic also had a detrimental, if not unexpected, result on volunteering. The cancellation of in-person programming saw a reduction in the number of available positions for volunteers. The percentage of volunteers placed in programs exceeded its target, but was reduced compared to last quarter, due in large part to last-minute Covid-related volunteer cancellations.

Circulation is a primary driver of Library membership and use, with the depth of lending indicating the degree of user engagement with the Library. Circulation per Capita rose over that seen in 2020 but is still below target. This is primarily due to a decrease in first-time circulation, which itself is highly dependent on Building Visits. Overall circulation is bolstered by both autorenewal and digital circulation, the latter now representing 36% of total circulation.

Incidents at Central Library, though low in Q3 of this year, returned to the higher levels we have consistently seen throughout the pandemic. This is in large part attributable to the colder temperatures, which saw incidents of drug use shift from the exterior to the interior of the Library. There was also a significant increase in abusive behaviour compared to Q3. A large proportion of abusive incidents were related to mask use and sleeping in the Library. Incidents of violent behaviour have also increased, including several instances of patron assaults on contracted security and cleaning staff.

This increase in security incidents and violence against security personnel is consistent with the experiences of surrounding business partners. The Calgary Municipal Building, Bow Valley College, the Rio Can Building, and Calgary Transit all reported increases in violent behaviour. Administration continues to navigate these security challenges, support Library staff, and work strategically with partners to address safety concerns.

The Library's satisfaction score remained at a consistently high level following the member phone survey conducted in November 2021. The survey polled 400 Library members, asking their overall satisfaction with Library services. To remain at this high level throughout the unrest and uncertainty of the past two years is a testament to the quality of service the Library provides.

IV. **CONCLUSION**

Q4 2021 in many ways represents the new normal. Values are at the level we have come to expect during this ongoing health crisis, with most risk measures consistently in the medium to low threat levels. Given the unpredictability of this pandemic, and the manner in which it alters traditional perspectives on risk, it is likely that many measures will remain in the medium threat level for much of the pandemic. Key measures such as membership, visitation, circulation, and member satisfaction continue to perform comparatively well. Last quarter (the first in which Library locations were open the entirety of the reporting period) showed the importance of keeping our doors open to the public. This quarter showed the continuation of that trend, maintaining consistent levels for the majority of the measures. As we go into the third year of the health crisis, strong risk assessment will continue to inform strategic decision-making, guiding the ways we deliver service and support our community.

V. **RECOMMENDATION**
1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q4 2021***, to the Calgary Public Library Board.

Trevor Myers,
Business Analyst, Corporate Services

att: Q4 2021 Risk Register

Q4 2021 Risk Register Overview

Relevance

Active Memberships
Next Update Q2 2022
55%
Target: 50%
(+10.76%)

Satisfaction Score
Next Update Q2 2022
4.80
Target: 4.50
(+6.67%)

Volunteer Support
Next Update Q1 2022
93%
Target: 90%
(+3.33%)

Circulation per Capita
Next Update Q4 2022
10.72
Target: 12.50
(-14.27%)

Finance

Net Financial Assets
Next Update Q1 2022
$6.46M
Target: $3.00M
(+115.26%)

Fraud
Next Update Q2 2022
$0
Target: $0

Operating Cost per Use
Next Update Q1 2022
$1.67
Target: $1.55
(-7.82%)

Municipal Grant per Capita
Next Update Q3 2022
$41.05
Target: $42.00
(-2.26%)

Operations

Building Visits
Next Update Q1 2022
947,912
Target: 1,850,000
(-48.76%)

Website Visits
Next Update Q1 2022
1,231,389
Target: 1,250,000
(-1.49%)

Library Space per Capita
Next Update Q4 2022
0.44
Target: 0.50 (-12%)

Staff Engagement
Next Update: TBD
71%
Target: 70%
(+1.43%)

Security

Community Library Incidents
Next Update Q1 2022
1.21
Target: 1.50
(-19.33%)

Central Library Incidents
Next Update Q1 2022
10.06
Target: 4.50
(+123.56%)

43

Relevance - Active Memberships

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

Q4 2021

55%

Target: 50% (+10.76%)

Line chart — active memberships by quarter:
- Q1 2020: 57.3%
- Q2 2020: 56.2%
- Q3 2020: 56.0%
- Q4 2020: 55.5%
- Q1 2021: 54.8%
- Q2 2021: 54.4%
- Q3 2021: 55.1%
- Q4 2021: 55.4%

Bar chart — active memberships by year:
- 2018: 53%
- 2019: 57%
- 2020: 56%
- 2021: 55%
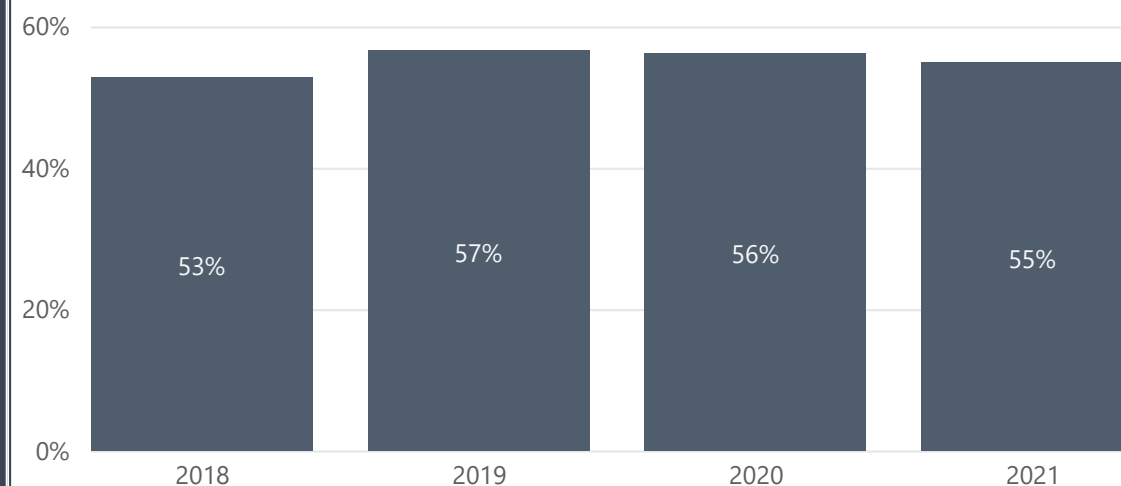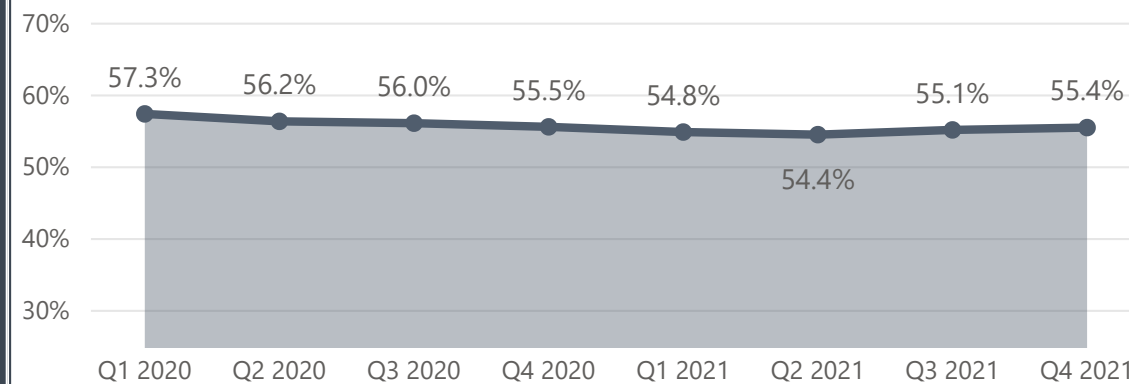
<45%	45-50%	>50%

Commentary

Latest Values:

723,633 active members
2021 population of 1,306,700
19,944 new members registered during Q4 2021

At 723,633, membership levels were the highest they have been since the COVID-19 pandemic began. Active membership was bolstered by comparatively strong new membership registration and visitation.

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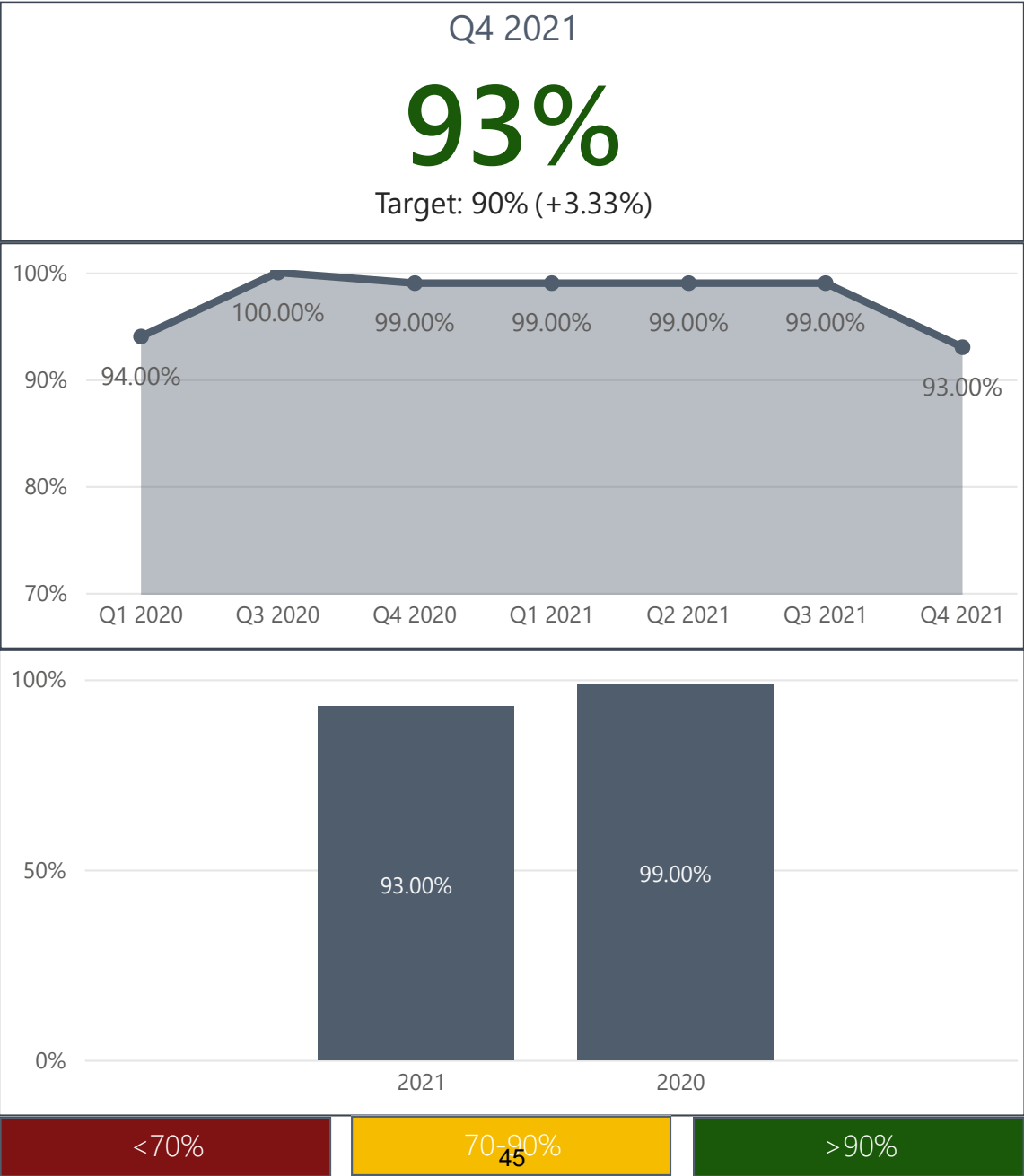Enhance recognition of volunteers.
Broaden scope of volunteer opportunities.
Integrate volunteers more closely into service delivery model

Q4 2021

93%

Target: 90% (+3.33%)

Chart values (area chart):
- Q1 2020: 94.00%
- Q3 2020: 100.00%
- Q4 2020: 99.00%
- Q1 2021: 99.00%
- Q2 2021: 99.00%
- Q3 2021: 99.00%
- Q4 2021: 93.00%

Bar chart:
- 2021: 93.00%
- 2020: 99.00%

<70%	70-90%	>90%

Commentary
In-person volunteering decreased this quarter. This higher vacancy level is primarily due to the uncertainty of the ongoing pandemic.

The lower value for this measure is also due to a higher number of special events volunteers cancelling shifts without time to find replacements.

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.
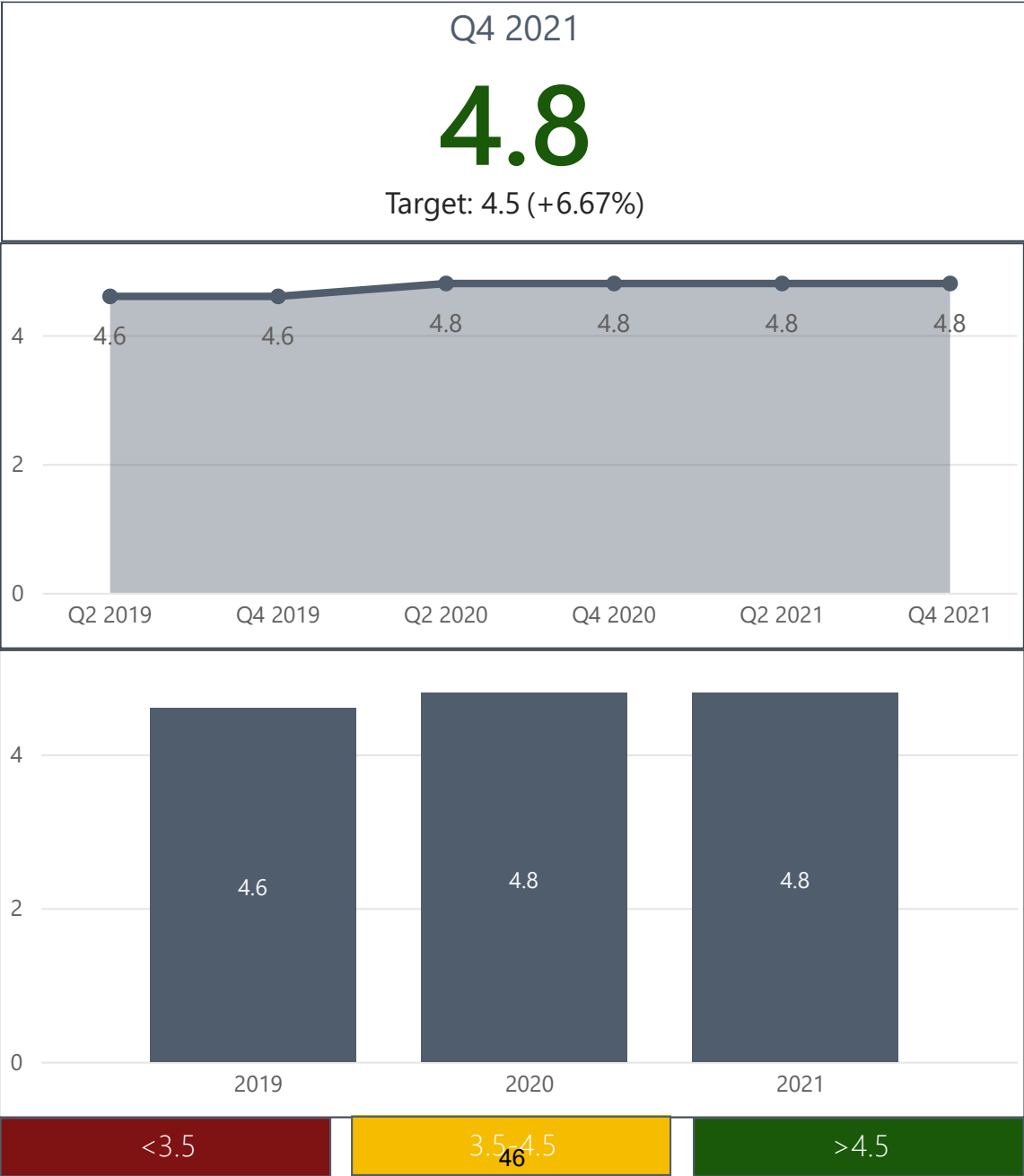
Relevance - Satisfaction Score

Average rating of satisfaction with overall library service in a random sample of library users.
Reported semi-annually in Q2 and Q4 - Updated December 2021

High levels of user satisfaction are a driver of discretionary decision-taking to use library services, and thereby increase relevance. Relevance is a necessary condition to achieve the aims of the Strategic Plan.

Mitigation Actions
Update appearance and amenities in all community libraries.
Focus programs and services on areas of biggest impact and need.
Improve merchandising and presentation of collections.
Increase training in service excellence.
Seek input from service professionals.

Q4 2021

4.8

Target: 4.5 (+6.67%)

Q2 2019	Q4 2019	Q2 2020	Q4 2020	Q2 2021	Q4 2021
4.6	4.6	4.8	4.8	4.8	4.8

2019	2020	2021
4.6	4.8	4.8

<3.5	3.5-4.5	>4.5

Commentary
Member satisfaction with the Library is generally quite high. The latest phone survey was conducted to 400 respondents in November 2021. Among other questions, respondents were asked for their overall satisfaction with their experience with Calgary Public Library.
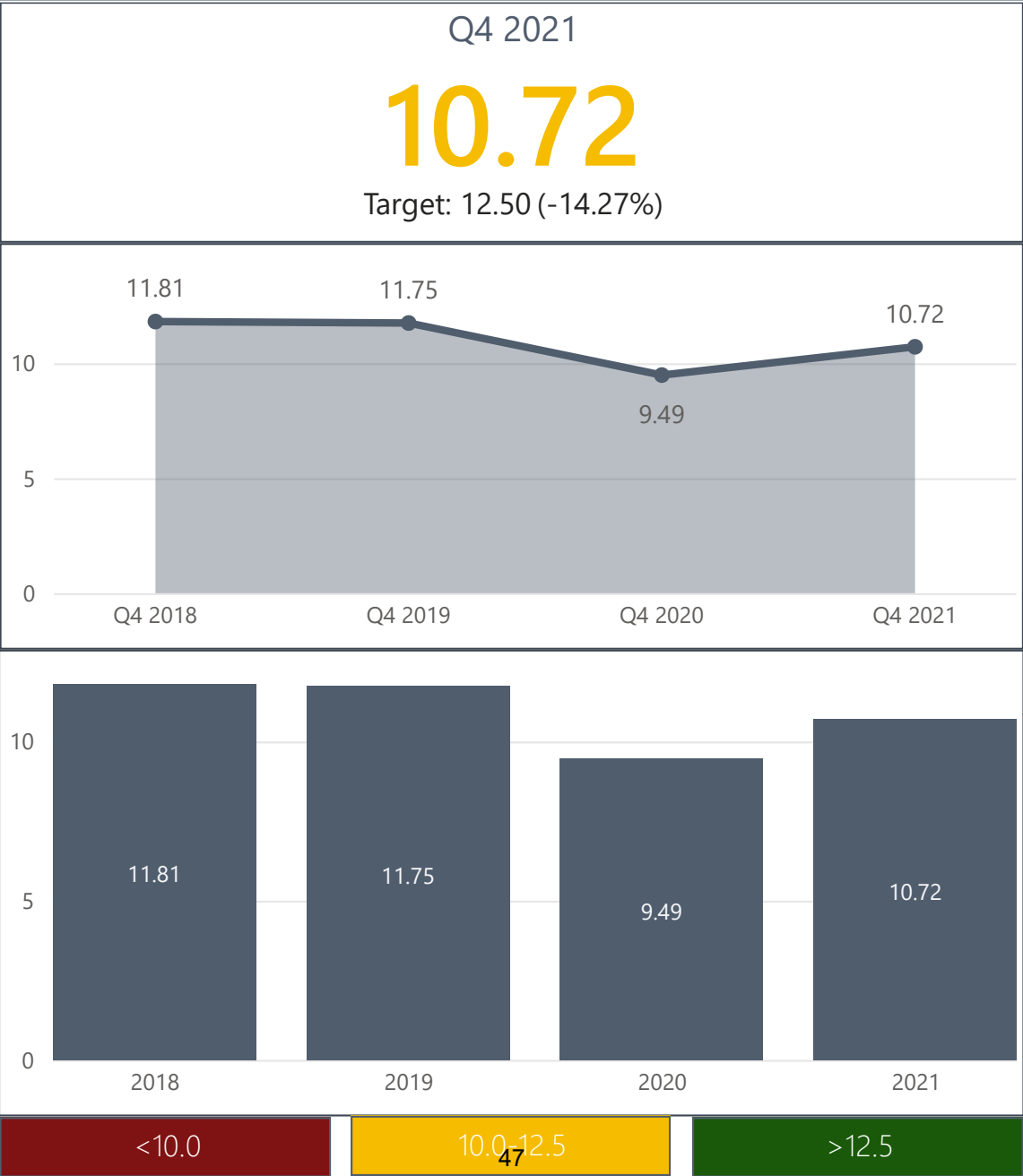
Relevance - Circulation per Capita

The total circulation divided by population of the service area.
Reported annually in Q4 - Updated December 2021

Circulation is the primary driver of Library membership and use. The depth of lending is an indicator of the degree of user engagement with the Library. Member engagement is a necessary condition for achieving the aims of the Strategic Plan.

Mitigation Actions
Collection purchases are made in response to member preferences, monitoring the use of existing collection, and in response to marketplace trends.

Q4 2021

10.72

Target: 12.50 (-14.27%)

Q4 2018	11.81
Q4 2019	11.75
Q4 2020	9.49
Q4 2021	10.72

Year	Value
2018	11.81
2019	11.75
2020	9.49
2021	10.72

<10.0	10.0-12.5	>12.5

Commentary
Latest values:
2021 circulation of 14,002,746
2021 civic population of 1,306,700

The COVID-19 health crisis has continued to have a significant impact on all library services, including circulation. Library visits are a primary driver of circulation and with significantly fewer visits in 2021, first-time checkouts were significantly lower. Overall circulation was bolstered by strong auto-renewal and digital circulation.

Circulation per capita shifts with both circulation and population. In typical years, Calgary Public Library's circulation per capita is significantly higher than the national median of 7.92 (MBNCanada, 2019).

Finance - Net Financial Assets

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

Q4 2021

$6.46M

Target: $3.00M (+115.26%)

Commentary
In Q4 2020, the Library Board approved a reserve fund of $3 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.

<$0	$0-3M	>$3M

Finance - Fraud

The cumulative value of fraudulent transactions identified.
Reported quarterly - Updated December 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.
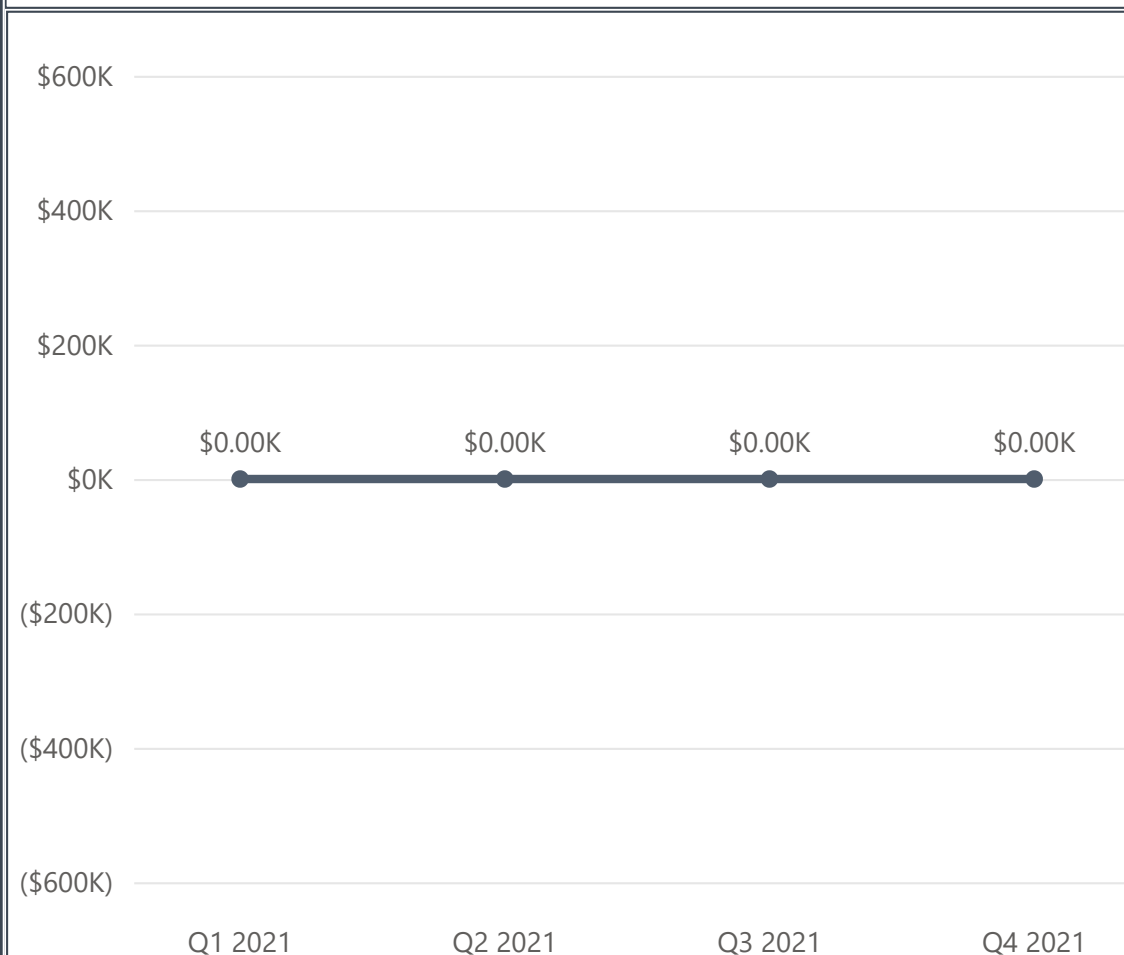
Q4 2021

$0
Target: $0

Q1 2021   Q2 2021   Q3 2021   Q4 2021

>$640K	<$640K

Commentary
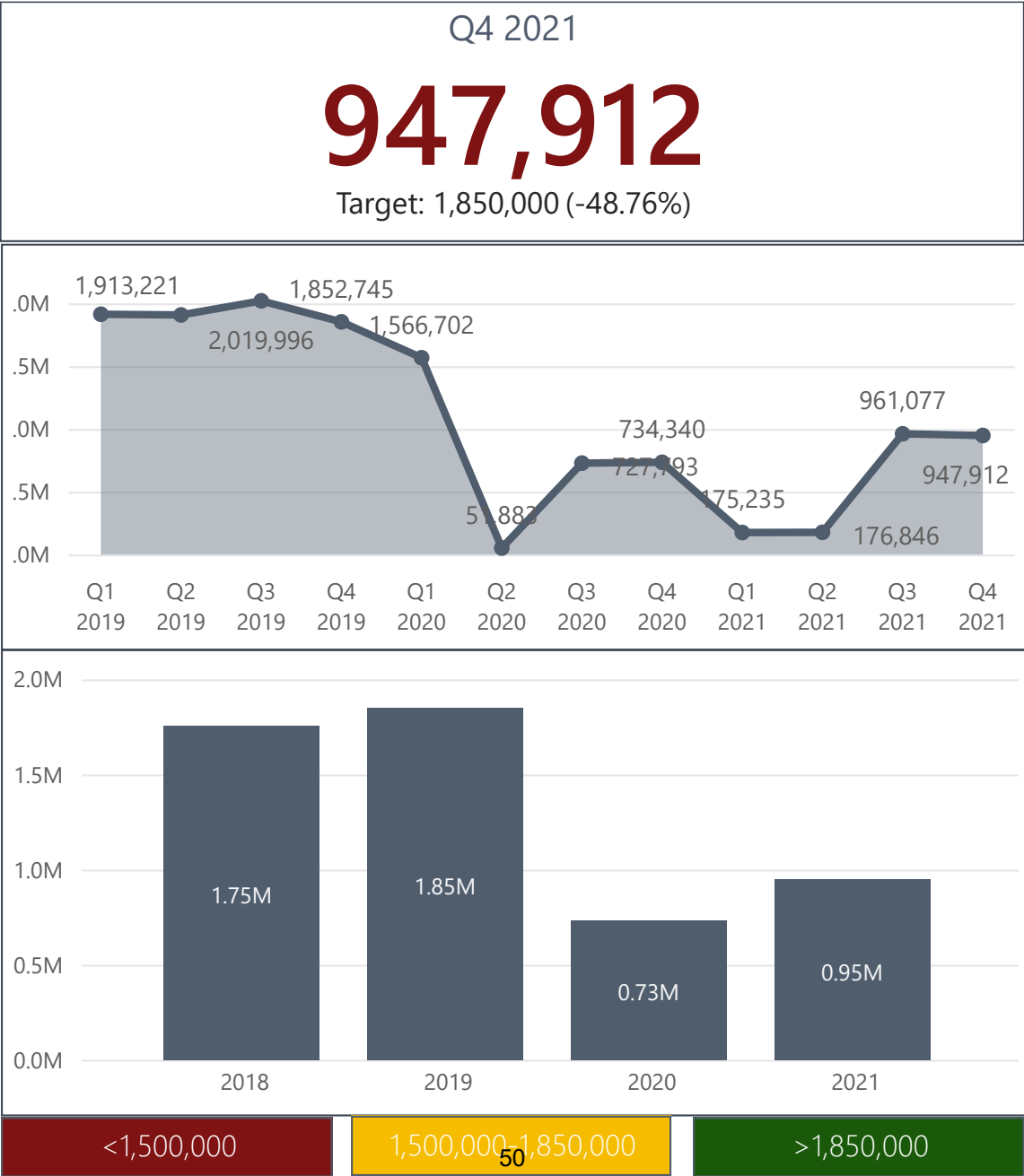
Risks are increasingly electronic and sophisticated.

Operations - Building Visits

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

Q4 2021

947,912

Target: 1,850,000 (-48.76%)

Chart (quarterly line chart):
- Q1 2019: 1,913,221
- Q2 2019: 2,019,996
- Q3 2019: 1,852,745
- Q4 2019: 1,566,702
- Q1 2020: (51,883)
- Q2 2020: 51,883
- Q3 2020: 727,793
- Q4 2020: 734,340
- Q1 2021: 175,235
- Q2 2021: 176,846
- Q3 2021: 961,077
- Q4 2021: 947,912

Chart (yearly bar chart):
- 2018: 1.75M
- 2019: 1.85M
- 2020: 0.73M
- 2021: 0.95M

<1,500,000	1,500,000-1,850,000	>1,850,000

Commentary
Latest values:
947,912 visits in Q4 2021
734,340 visits in Q4 2020
1,852,745 visits in Q4 2019

All 21 libraries were open to the public for this of the quarter. Saddletowne Library is currently undergoing renovations and members are entering through a side door that does not capture their visits. As such, this value likely decreased by 15,000 to 20,000 visits.

Access to facilities was metered throughout this quarter in accordance with provincial health measures. Risk threshold ranges were established early in 2021, on the assumption that Q4 would see a return to traditional visitation levels.

This measure traditionally compared year-over-year percentage increases and decreases to building visits. As 2020 was an extremely atypical year, percentage comparisons are insufficient to indicate progress. This KPI was changed in 2021, now presenting a sum of all visits, rather than percentage growth.
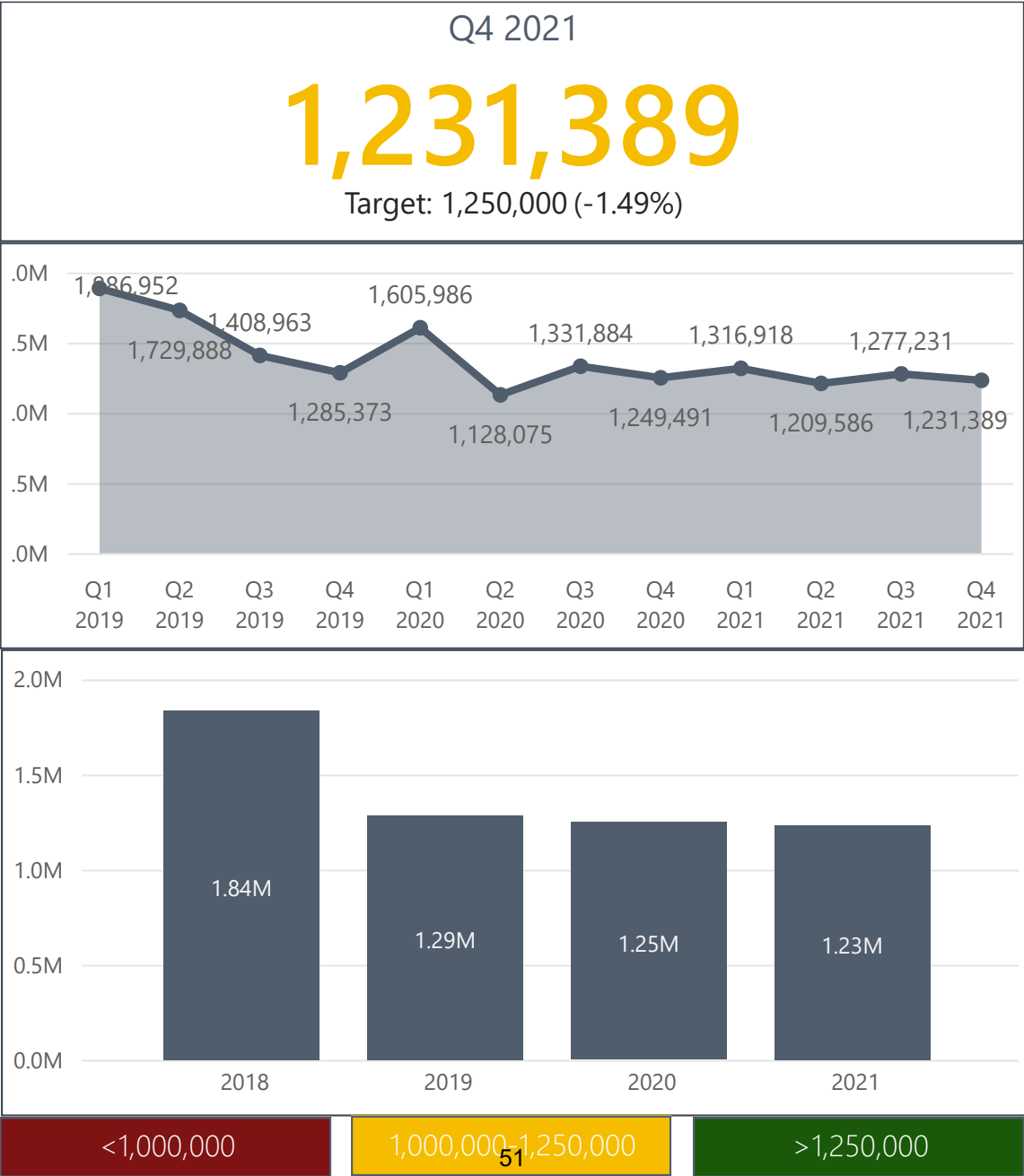
Operations - Website Visits

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

Q4 2021

1,231,389

Target: 1,250,000 (-1.49%)

Line chart (Q1 2019 – Q4 2021):
- Q1 2019: 1,886,952
- Q2 2019: 1,729,888
- Q3 2019: 1,408,963 / 1,285,373
- Q4 2019: 1,285,373
- Q1 2020: 1,605,986
- Q2 2020: 1,128,075
- Q3 2020: 1,331,884
- Q4 2020: 1,249,491
- Q1 2021: 1,316,918
- Q2 2021: 1,209,586
- Q3 2021: 1,277,231
- Q4 2021: 1,231,389

Bar chart:
- 2018: 1.84M
- 2019: 1.29M
- 2020: 1.25M
- 2021: 1.23M

<1,000,000	1,000,000-1,250,000	>1,250,000

Commentary

Latest values:
1,231,389 website sessions in Q3 2021
1,249,491 website sessions in Q3 2020
1,285,373 website sessions in Q3 2019

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.

This measure traditionally compared year-over-year percentage increases and decreases to building visits. As 2020 was an extremely atypical year, percentage comparisons are insufficient to indicate progress. This KPI was changed in 2021, now presenting a sum of all visits, rather than percentage growth.

51

Operations - Library Space per Capita

The total cumulative square feet of library space, including administration and shared space for all operating libraries, divided by population of the service area
*Reported annually in Q4 - Updated December 2021*

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

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

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

Q4 2021

0.44

Target: 0.50 (-12%)
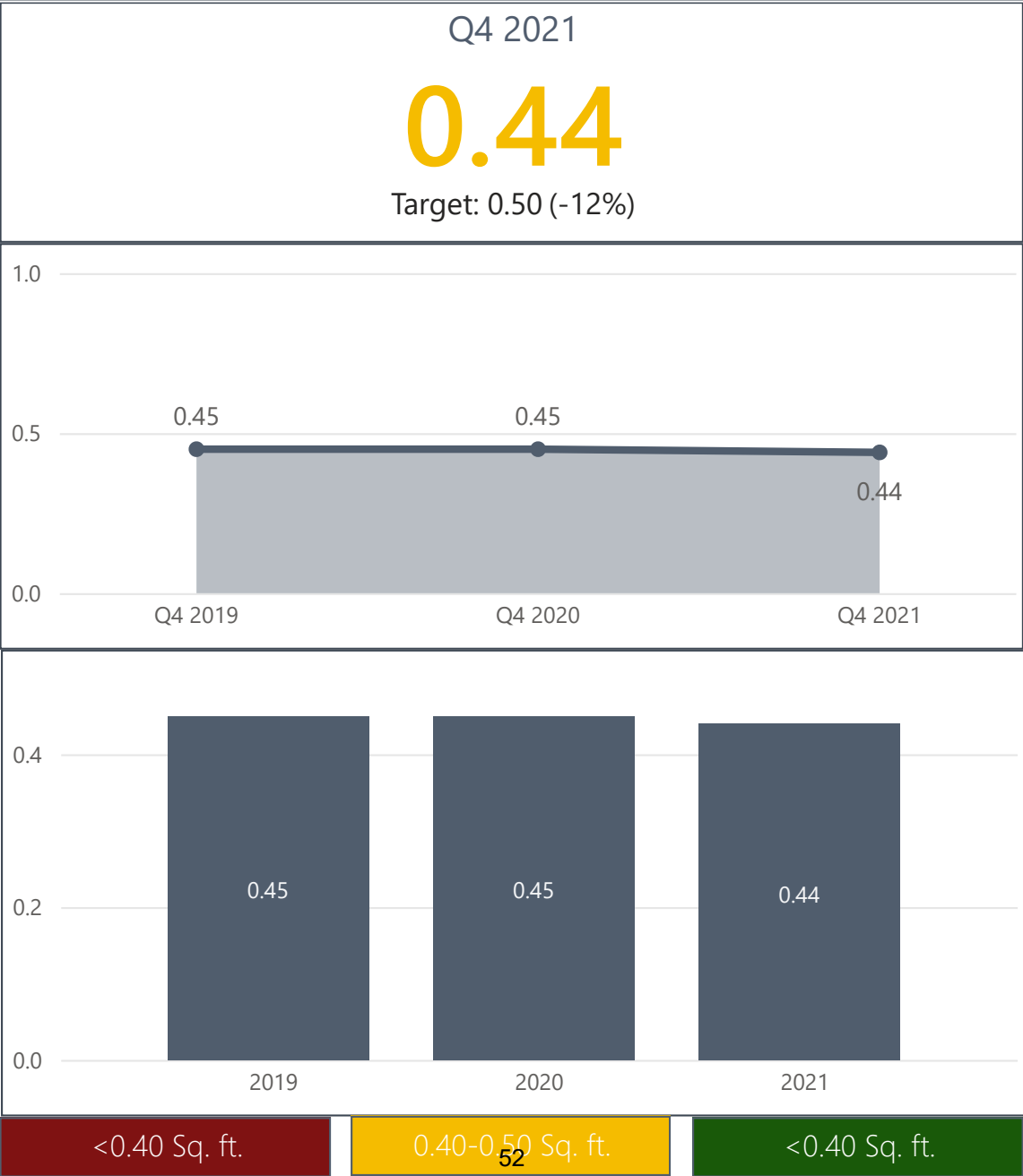
Commentary
Latest values:
2021 square feet of 577,163
2021 civic population of 1,306,700

Square feet per capita shifts with both library space and population. The value decreased slightly in 2021 due to an increase in population.

Calgary Public Library's square feet per capita is lower than the national median of 0.62 square feet per capita (MBNCanada, 2018)

| <0.40 Sq. ft. | 0.40-0.50 Sq. ft. | <0.40 Sq. ft. |

Security - Community Library Incidents

The number of community library security incidents per 10,000 visits
Reported quarterly - Updated December 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.
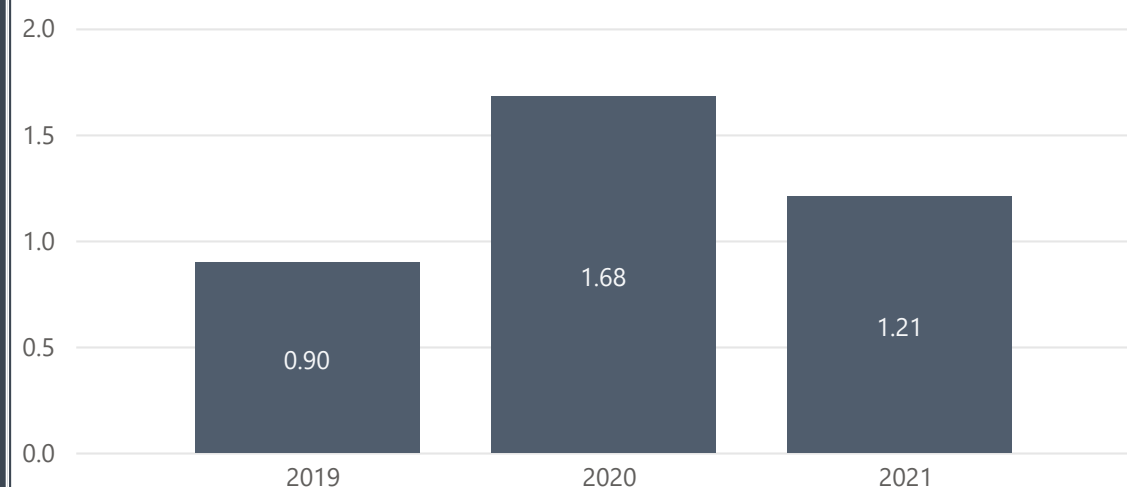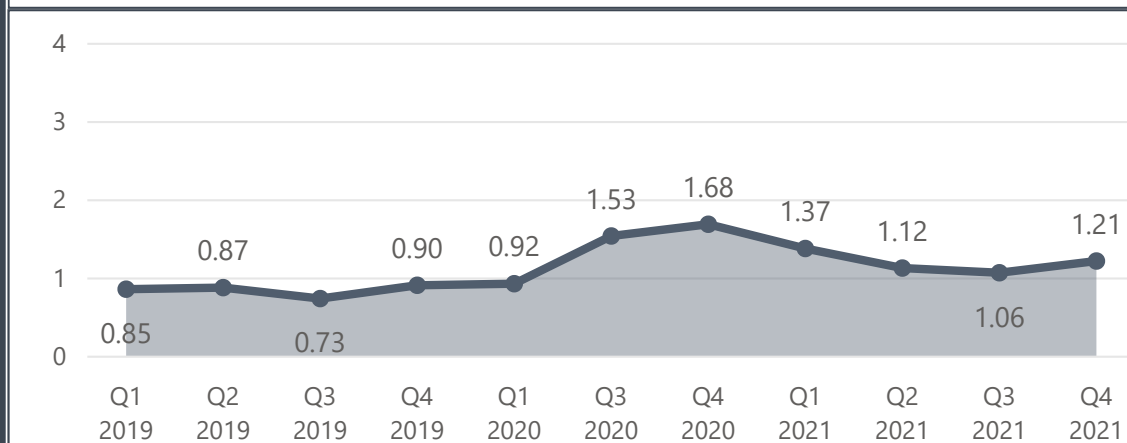
Mitigation Actions

Ongoing staff training on safety and security.
Security Advisor from City of Calgary seconded to the Library.
Enhanced relationship with Calgary Police Service 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 Lifeworks to provide staff with techniques to deescalate and cope with challenging situations.

Q4 2021

1.21

Target: 1.50 (+19.33%)

	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021
	0.85	0.87	0.73	0.90	0.92	1.53	1.68	1.37	1.12	1.06	1.21

2019	2020	2021
0.90	1.68	1.21

>3.0	1.5-3.0	<1.5

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.

Staff continue to report higher than usual levels of abusive behaviour when dealing with patrons. These are not always specifically related to COVID (masking), but rather a sense of general tension and short fuses when interacting with library staff. This is consistent with what is being experienced by public service staff in other industries as well.

Security - Central Library Incidents

The number of Central Library security incidents per 10,000 visits
Reported quarterly - Updated December 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 the Library.
Enhanced relationship with Calgary Police Service 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 Lifeworks 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.
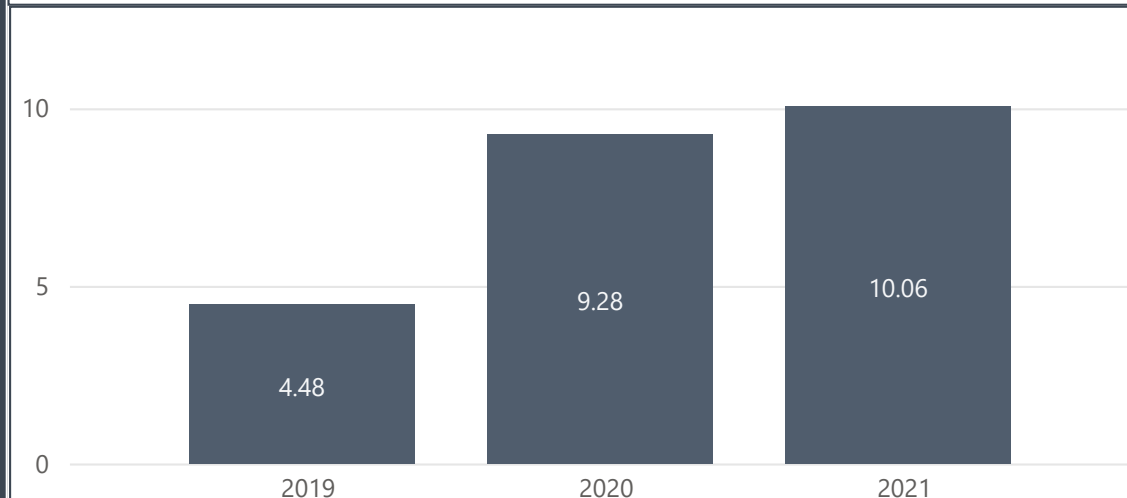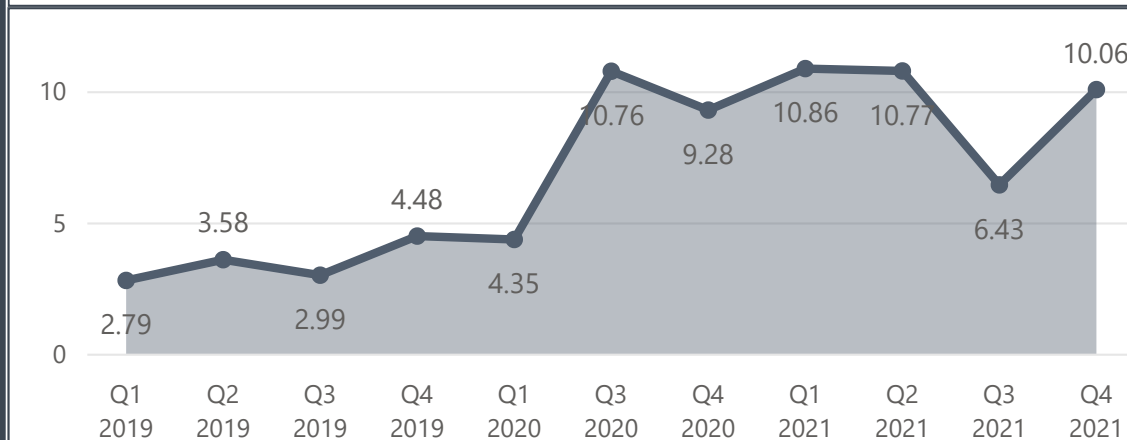
Participation in the 9 Block Coordinated Safety and Security Pilot, a collaborative project spearheaded by the Mayor's Office working to address safety and security concerns around the Calgary Municipal Building. The 9 Block project has also hired ambassadors to create a more positive environment in 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.

Q4 2021

10.06

Target: 4.50 (-123.56%)

Line chart (incidents per 10,000 visits by quarter):
- Q1 2019: 2.79
- Q2 2019: 3.58
- Q3 2019: 2.99
- Q4 2019: 4.48
- Q1 2020: 4.35
- Q3 2020: 10.76
- Q4 2020: 9.28
- Q1 2021: 10.86
- Q2 2021: 10.77
- Q3 2021: 6.43
- Q4 2021: 10.06

Bar chart (annual):
- 2019: 4.48
- 2020: 9.28
- 2021: 10.06

>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.

There was a notable increase in drug related incidents in December 2021. With colder weather, this behaviour shifted from outside the Library to inside, with washrooms and elevator vestibules being areas of high activity.

In Q4, there was also a significant increase in abusive behaviour compared to Q3. A large proportion of these instances were triggered when patrons were asked to wear a mask or were found sleeping within the Library.

Incidents of violent behaviour have also increased relative to last quarter, including several instances of patron assaults on contracted security and cleaning staff.

Feedback from our surrounding business partners (Calgary Municipal Building, Bow Valley College, Rio Can Building, and Calgary Transit) are all experiencing significant increases in security incidents and violence against security personnel.

Report to the
Calgary Public Library Board
Audit and Finance Committee
January 18, 2022
2022 Budget Presentation

I.   PURPOSE

This report to the Calgary Public Library Audit and Finance Committee is to review the recommended operating budget, the lifecycle workplan, and the operating reserve for 2022 as well as confirm the level of credit facility available.

II.   BACKGROUND AND PREVIOUS DIRECTION

The operating budget and lifecycle workplan for 2022 address strategies identified in the Strategic Plan for 2019 – 2022 and meet the City's directions on the One Calgary 2019 – 2022 Service Plans and Budgets. There are no spending plans for the operating reserve in 2022 at this time.

Calgary Public Library prepares an annual operating budget for review and approval by the Calgary Public Library Board. The 2022 budget is being presented in this report to guide the Library in managing revenue and expenses during the current year. Salaries continue to be the primary expense, and management expects slightly higher vacant positions based on two years of operations amidst the pandemic. Learnings from the past few years have been incorporated in this budget, including regular forecasting adjustments and allocations in response to changing circumstances, such as shifting location hours and potential reduction of services including programming. All expenses were budgeted as per the final 2019 – 2022 Strategic Plan.

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

The Library also has the $4,500,000 unsecured revolving demand facility provided by the Royal Bank of Canada as approved by the Board in May 2019. The purpose of the credit facility is to ensure cash flow timing does not affect normal Library operations for up to three payroll periods. The Board directed the Audit and Finance Committee to annually review the level of the revolving demand facility for appropriateness.

The City of Calgary will continue to be the Library's largest source of revenue during 2022.

2022 is the final year of The City of Calgary's 2019 – 2022 budget cycle. The 2022 funding includes an additional $250,000 to cover service increases for the year.

Other funding changes are incorporated into the budget as presented.

The Provincial library per capita funding remains at 2021 levels. Other revenue items have been based on 2020 and 2021 actual experience to create estimates for 2022. The Foundation grant is based on a listing of donor funds that it can grant to the Library in 2022. As additional donors present themselves in 2022, revenue and the matching expenses will be highlighted in the quarterly financial report.

2022 expenses have been carefully examined and updated to reflect the funds available, and the strategic plan priorities of the Library.

All contractual increases have been included and estimates carefully updated. With highly transmissible COVID-19 variants in our community, management continues to support our members during difficult times by reallocating the budget as demands shift. All expenses have been carefully monitored and included deferred expenses from 2021 due to COVID-19.

Accumulated Surplus

Of the $1.9M from the estimated unrestricted surplus at 2021 year-end, $1.1M will be used to fund carry forward and additional 2022 unfunded projects.

Other

Lifecycle funding and the workplan for 2022 are included in Attachment 2. The Library's unrestricted lifecycle reserve $1.3M and asset management reserve $0.7M, totalling $2M, will carry forward from the prior year. The City lifecycle funding from prior year remaining is $2.1M. The main source of funding for 2022 will be from the City's lifecycle fund.

III.   IMPLICATIONS FOR THE LIBRARY'S STRATEGIC PLAN AND BUDGET & RISK ASSESSMENT

The budget is created to address the Library's strategic plan. Approval is required to ensure the Board is fully informed of and approves the operating budget plan for 2022 and the lifecycle work plan for the same year.

Risk is present in all budget documents due to the many estimates present in budget preparation including any unforeseen events and impacts from COVID-19. However, commitments and contracts provide significant assurance that the budget is a reasonably accurate road map, and variances can be readily dealt with.

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

IV.   CONCLUSION

In line with budget information provided by The City, and the changes that respond directly to the Strategies in the 2019-2022 Strategic Plan, the Library is presenting a 2022 operating budget, lifecycle plan and operating reserve as summarized in Attachment 1, 2 and 3, respectively.

VI.   RECOMMENDATION

That the Audit and Finance Committee recommend that the Calgary Public Library Board approve:
  a. the 2022 Operating Budget and Lifecycle Plan as presented in Attachment 1 and 2
  b. that the current $4.5M revolving demand facility remains the same

That the Audit and Finance Committee recommend that the Calgary Public Library Board receive for information:
  a. the 2022 Operating Reserve

Prepared by

Chae Jun, CPA, CGA, MBA
Controller

ATTACHMENTS

  1. 2022 Operating Budget
  2. 2022 Lifecycle Work Plan
  3. 2022 Operating Reserve

Summary of Operating Budget 2022
Statement of Operations and Accumulated Surplus

<div align="right">Attachment 1</div>

<div align="right">('000)</div>

	2021 Budget	2021 Projected Actual	2022 Budget	Note
REVENUES				
City of Calgary	53,628	53,628	53,878	
City of Calgary insurance proceeds	-	22	-	
Province of Alberta	6,865	6,865	6,865	
Rent	205	103	209	
Investment and other revenue	757	886	733	
Grants and sponsorships	1,697	1,545	2,728	
Total revenues	63,152	63,050	64,412	
EXPENSES				
Salaries and employee benefits	39,904	37,229	40,342	
Collections	6,312	7,454	6,683	1
General operating	9,722	8,191	10,347	
Building and equipment	5,864	4,998	5,755	
Occupancy Costs	1,777	1,704	1,789	
Amortization	6,286	6,240	6,135	
Total expenses	69,866	65,815	71,050	
DEFICIENCY OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(6,714)	(2,766)	(6,638)	
Transfer between lifecycle and operating	1,491	372	1,289	
Transfer from prior year surplus	803	0	1,055	2
Unrestricted reserve from prior years	1,347	1,347	3,001	
Operating reserve	3,000	3,000	3,000	
Transfer to asset management lifecycle	(225)	(225)	(225)	
Transfer to TCA books	(1,641)	(1,714)	(1,616)	1
Add back amortization	6,286	6,240	6,135	
EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	4,347	6,254	6,001	
Less from unrestricted reserve from prior years	(1,347)	(1,347)	(3,001)	
Less operating reserve	(3,000)	(3,000)	(3,000)	
EXCESS BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	0	1,907	(0)	
Government transfers for capital	4,249	2,166	4,293	
Amortization	(6,286)	(6,240)	(6,135)	
Transfer to TCA books	1,641	1,714	1,616	1
Add back transfer to asset management lifecycle	225	225	225	
Less transfer between lifecycle and operating	(1,491)	(372)	(1,289)	
Less transfer from prior surplus	(803)	0	(1,055)	
CHANGE IN ACCUMULATED SURPLUS	(2,465)	(600)	(2,345)	
ACCUMULATED SURPLUS, beginning of year	52,598	52,709	52,110	
ACCUMULATED SURPLUS, end of year	50,133	52,110	49,765	

Notes

1 $1.616M of TCA books was included for Excess Before Amortization and Government Transfers for Capital.

2 $1.055M transfer from 2021 surplus

Funding Source	Year 2022 ('000)
Carry Forward Funds	
Library fund opening balance	1,341
City Lifecycle	2,083
Asset Management	675
Sub Total	4,099
Current Year Funds	
Asset Mgmt. from Library operating budget	225
City Lifecycle	3,102
Foundation Grant Letter	365
Sub Total	3,692
Total Funding Available	**7,791**

Spending Profile	
Projects	
Building	3,758
Information Technology	900
Total Spending Profile	**4,658**
Net Funds Available	**3,133**

Operating Reserve Fund	Projects	Description	2021 Carry Forward	2022 Planned	2022 Forecast	2022 Total (YE)
As at January 1						
Funding Source			**('000)**			
		Carry Forward Funds	3,000	0	0	3,000
		Current Year Funds	0	0	0	0
Total Funds Available			3,000	0	0	3,000
Spending Profile						
	Carry Forward Projects					
		2021 Carry Forward Projects	0	0	0	0
	New Projects					
		2022 Projects	0	0	0	0
Total Spending Profile			0	0	0	0
Total Funds Available			3,000	0	0	3,000

CALGARY PUBLIC LIBRARY FOUNDATION UPDATE

JANUARY 2022

GIVING HIGHLIGHTS

- In 2021, we **raised more than $5M** from 15,489 gifts.
- Our Holiday **Direct Mail raised $110,756**, including 11 new monthly donors.
- $38,880 (**166% increase**) raised from e-blasts focused on end-of-year donations.
- We currently have **507 monthly donors** — a net increase of 36 in 2021.

GIVING HIGHLIGHTS

- $750,000 gift from a private family foundation in support of **Highest Priority Needs**.
- Three-year commitment in support of **Indigenous & Newcomer Artists in Residence & Elder in Residence**.
- Renewed and increased pledge commitment from a family Foundation supporting **My First Bookshelf**.
- Two new organizational pledges in support of **Wellness Desk** ($260,000) and **Job Desk** ($100,000).
- $50,000 inaugural gift from a Foundation supporting **Teen/Youth Programming**.
- $21,000 gift in support of **Bill Ptacek Innovation Fund**.
- $10,000 in-honor gift made and directed towards **My First Bookshelf**.
- $20,000 gift to support **Highest Priority Needs**.
- $15,000 **renewed and increased gift** from a Foundation.

MID AND MAJOR DONOR GIFT HIGHLIGHTS

- **Seven customized Stewardship Impact Reports** were provided to major donors from November-January.
- End of the year **impact packages** sent to all mid-level donors.
- End of year **personalized holiday greetings outreach** to major and mid-level donors.
- In 2022, we are implementing a **quarterly update to support mid-level stewardship**. This piece can be shared more broadly with donors that do not receive dedicated stewardship impact reports.

Thanks for helping us branch out this year!

Because of donors like you, the Library was able to expand critical programs and services to support our community over the past year.

CALGARY PUBLIC LIBRARY FOUNDATION UPDATE

JANUARY 2022

OTHER HIGHLIGHTS

- LibraryStore.ca topped $7,900 in gross sales in December 2021, **up 24% compared to December 2020**.
- *"With COVID, I rediscovered the Library... I think that in a city as wealthy as ours, no one should be without books and the many other services provided by the Calgary Public Library. I believe that **literacy is a basic skill that should be nurtured and invested in**." Anita - Library Donor*
- On January 27th (International Holocaust Remembrance Day), Calgary Public Library and Edmonton Public Library are partnering for an event featuring author and educator Ben M. Freeman. This event will also act as the **official launch of the Human rights and Holocaust Education initiative** between the two municipal libraries, which is supported by the Isadore and Florence Burstyn Memorial Fund for Human Rights & Holocaust Education, KSW Calgary Holocaust Education & Commemoration Endowment Fund, Viewpoint Foundation and donors to the Human Rights and Holocaust Education Fund at the Calgary Public Library Foundation.

UPCOMING

- February 9 – Our **next direct mail appeal** lands in mailboxes (~14,000).
- February 12 – **Virtual Locked Library: Spellcraft!**
- February – Valentine's Day shopping will be promoted through **LibraryStore.ca**, including a pre-order of our popular maroon Local Laundry sweatshirts and a new vendor, YYC Beeswax, with Jane Austen-themed candles.
- March – Our next **public 50/50** will launch.