

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, September 28, 2022
Online via Microsoft Teams



Board Meeting

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Sandy Gill, Library Board Representative

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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)

Dani't'ada - Duh-nee-duh-duh (Dene hello)

Tawnsi – Taah-n-shay (Michif (Métis language) 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 September 2022

Following years of disruption and service restrictions, Calgary Public Library was excited for a full summer of programming and our community was excited too!

We continue to see visits increasing, along with new member registration. These efforts were helped by the hard work of programming teams and frontline staff who completed extensive outreach and in-location activations.

In July and August, the Library welcomed more than 121,000 visitors — a 52% increase over 2021. Our staff delivered more than 2,500 programs for all ages and interests, and more than 18,000 people registered for the Ultimate Summer Challenge, the Library's biggest annual program.

The Library currently has more than 745,000 active members and has already passed its target of 80,000 new members registered in 2022.

A large part of this success is due to the commitment and resiliency of our staff. Stretching our programming muscles and remembering what busy locations feel like was a big part of our summer, but we also had to support new faces around the system. 19% of current Library staff were hired after March 2020, supporting the need to be patient as we provide professional learning opportunities and locations scale up to a high level of activation and programming.

The summer also included important work on our 2023 – 2026 Strategic Plan. Following approval by the Library Board in June, the Library has moved into operational review that includes ideation and consultation with employees and partners, as well as preparing to launch the plan this November.

The launch of the new strategic plan will also be an important element of 110 Together, the Library's upcoming celebrations to recognize 110 years of service. 110 Together will kick-off on Saturday, October 15 with the return of Love Your Library Day across the system.

I am also happy to share that I was asked to contribute a chapter to *Designing Libraries for the 21st Century*, a book intended to inspire library design around the world. The book will be launched on September 26 and available in print and through an online open access version. The cover features an image of Calgary's Central Library and the chapter I authored profiles the development and design of the building, and the factors that have made it such a success.

Government Relations

The CEO and Director, Strategy and Planning will meet with many city councillors in early fall for an update on Library planning and budget requests. These meetings follow conversations from

October 2021 through summer 2022 to better understand the needs of constituents and convey the importance of public library space.

Calgary is facing a growing public library space deficit that needs to be addressed now. With projected population growth we can expect service needs to top 487,476 square feet by 2039. The Library is eager to move several self-funded capital projects forward in this cycle: Skyview Ranch Library (Ward 5), Belmont Library (Ward 13), and Walden Library (Ward 14), and to explore the possibility of replacing the Louise Riley Library (Ward 7). These four capital projects, in addition to the plans for a Symon's Valley Library, would add 57,000 square feet of public library space to the City of Calgary, reducing our public library space deficit. The Library continues to discuss these important issues with our partners at the City.

System Developments

Renovations at Shawnessy Library will wrap up later this month. This lifecycle project will provide the community with significant enhancements to meet their needs and improve their library experience, including six new public meeting rooms, fresh carpet, paint and lighting in public spaces, and updated workroom space for staff. Bowness Library also received some updates in August, with an updated technology area and program room, a refreshed workroom for staff, and fresh paint in public areas.



Work on the Outdoor Early Learning Centre at Signal Hill Library was been postponed due to a combination of supply chain issues and other delays, though is anticipated to move forward in early 2023.

As programming and location activation returns across the system, so does the need for volunteers. From January 1 – August 31, 2022 we have seen a resurgence in volunteer hours contributed with 10,697 hours so far. During the same period in 2021, we had reached only 3,005 hours. As of August, we have surpassed the total hours for 2021 (7,426) by 44%. The Library currently has nearly 2,000 active volunteers and growing.

The Library continues to see the need to support school-age learning. The Library has 150,500 cardholders who are under the age of 18 and we are looking for more ways to connect families, educators, and students to critical resources and information. This led to a redevelopment of the Students page at calgarylibrary.ca in time for a back-to-school campaign. New features include different sections by student grade level and for educators and sorting content by curriculum connection, including our most popular eResources including SOLARO, Brainfuse, HelpNow, and Tumblebooklibrary.



The Library is investing in the proper cataloging and preservation of our archives to mark 110 years of the Library and enable better use of this information-rich resource. A contract archivist recently completed an assessment of the Calgary Public Library Archives and provided recommendations for future maintenance and oversight. The archive both preserves the Library's corporate memory and also documents the decision-making process, structure, development, policies, and activities dating back to 1908.

Over the next two months, IT will be performing a replacement of the Wi-Fi Access Points at all locations. This refresh will provide many benefits, such as increased bandwidth, higher density to support multiple devices per access point, and capacity for Wi-Fi 6, the latest wireless version that supports faster communications. This change ensures we are providing our patrons with the latest technology in wireless.

Operational Highlights

The Ultimate Summer Challenge and Teen Takeover returned this year as a hybrid format, following two years of being exclusively online. With staff capacity and access to schools being a barrier to in-school visits, we offered more virtual school events reaching over 7,000 students and 330 classes. Over the summer, the Library delivered more than 2,000 programs for kids 0-17, which had more than 26,000 attendees. Teens continue to embrace the Challenge and Beanstack platform, with 2,238 youth ages 13-17 currently registered.



This year more than 2,100 families competed as a team and for the first time adults were able to take part individually. A modest goal of 1,000 adults registered was quickly blown past, with a final tally of 4,417 adults taking part.

In total, more than 18,000 people registered for the Challenge this summer and logged 558,830 hours of reading!

The Library got into the western spirit during Stampede with programming at Central Library that included local live music, western Storytime with roping demonstration, a pop-up line dancing workshop, and a visit from Butterfield Acres' petting zoo. We were honoured to be invited once again to provide daily programming at the Elbow River Camp. Authors of the Treaty 7 Children's Language collection read from their books and staff invited families to play traditional Indigenous games together.

Staff continue to see new patrons in locations and have noted an increase of newcomers coming into libraries for programs and services, including individuals from Ukraine. Through outreach, the Library has connected with Assumption of the Blessed Virgin Mary Ukrainian Catholic Church to visit a summer camp for children and youth refugees from Ukraine, and a Ukrainian Immigrants Group hosted by Hillhurst United Church in Kensington.

Collections has been adding new books and resources in Ukrainian and the effort has been noticed. One patron shared their appreciation:

*Dear Central Library,
From the bottom of my heart, I want to thank you and your colleagues for buying Ukrainian books. Last fall it was hard to find Ukrainian books, especially for little ones and two weeks ago I went with our baby and we found many new Ukrainian books. Thank you all very much for your care.*

Superhero Day took place on Saturday, August 6, 2022 at all 21 locations. Between 1:00 - 4:00pm, each location was transformed into a Superhero Headquarters with special crafts, storytimes, superhero visits and more. As this was the first system-wide event since 2019, the

main goal was to welcome the community back into our Library spaces. Over 14,500 people attended this system-wide event, which was a 27% increase in visits.



Staff at Saddletowne noted how popular the event was for local families and that the day provided an important opportunity to reengage volunteers. Seton and Shawnessy staff got to be extra creative with their storytime and craft stations, and also noted the value event volunteers brought to the day.

Locations in South Calgary noted the bump in attendance, with visits up 31% compared to previous Saturdays. Fish Creek was especially busy and had a special visit from Wonder Woman and Calgary Firefighters for a memorable storytime. Country Hills staff encountered a family who were making the rounds from location to location as they wanted to see the different visiting superheroes. They were happy to meet Spiderman in the NW.

A special Reading with Royalty program took place in the outdoor space at Memorial Park Library to kick off the 2022 Pride Week Festival. Three Royal Readers read stories, engaged families with songs and rhymes and performed on stage for 90 attendees. Over the summer, the Library did experience an increase in attention for the program, both positive and negative. We continue to experience criticism that we would consider challenges to intellectual freedom. We remain committed to our partners at Calgary Pride and the program, which remains popular and well-attended nearly four years following its launch.

In late July, the Library partnered with Chinook Country Historical Society to host a range of in-person and virtual programs for Historic Calgary Week that reached 570 participants. At a later volunteer appreciation event at Memorial Park Library, speakers shared stories of the creation of the Library and the lasting contributions of Annie Davidson and Alexander Calhoun — timely as we prepare to celebrate 110 years of public library service this October.

Teens continue to be a big presence at locations. Staff report that teens are looking to connect post-pandemic, and our locations and programs provide that opportunity. Seton Library's Level Up! Gaming Club program went from a struggling program pre-pandemic to a hive of teen social activity this summer, with around 15 – 25 teens attending each week.

Outreach staff are making up for lost time with hundreds of visits and outreach programs delivered this summer. Outreach helps bring Library services into the community, which is essential in these higher-need, vulnerable communities.

Highlights included visiting four camps Calgary Catholic Immigration Society (CCIS) ran over the summer for over 90 refugee children from Afghanistan. Staff also continued deposit collections to partners like the Mustard Seed Neighbour Centre.

Outreach to senior residences and long-term care facilities remains an important way in which the Library helps community members reconnect. The Seniors' Van Day program offers an opportunity for the Library to visit senior residences and create a pop-up library experience, signing residents up for memberships, and facilitating the browsing and borrowing of library materials. The Library has had limited opportunity over the last few years to deliver this outreach service and were excited to re-introduce this service over the last few months. A resident of Bertha Gold Jewish Seniors Residence noted that "it's so great to see the Library here again. It has been such a lonely time over the past couple of years and seeing the Library again warms my heart. I'm glad you didn't forget about us."

Outreaches at Calgary Housing Complexes increased with more visits and special summer take home kits. With 29 visits in the months of July and August, there were many returning visitors week to week and almost 100 participants. Most were children who engaged with play, borrowed materials and took part in the Ultimate Summer Challenge.

Strategic Initiative Highlights

As we prepare to launch a new strategic plan, I wanted to share a few highlights that reflect our current strategic focus areas of pandemic response and economic recovery, building community resiliency, supporting children and youth, and planning for the future.

The Library remains committed to addressing digital equity and literacy concerns in the communities we serve. Starting in April 2022, the Library began offering in-person technology programs for the first time since the pandemic. From June to August, the Library offered 113 in-person technology classes at eight locations, with Nicholls Family, Fish Creek and Central reporting the highest average attendance. Recently, Central offered an entire Microsoft Suite

online learning module, including PowerPoint, Word and Excel modules at both the beginner and intermediate levels which has proven very popular. In-person Tech Mentors are also running successfully at six Library locations, seeing participation numbers similar to pre-pandemic levels.

The Collections team has been working hard to add more inclusive and diverse content to our collection. Their effort has not gone unnoticed by our staff and members. Patrons at Country Hills noted the changes and were happy to see themselves better reflected in our collection, especially picture books.

An inclusive lens is important for all literacy programming. A librarian at Fish Creek Library recently provided a two-hour presentation on early literacy and presenting storytime for 33 teachers with Providence Child Development Society, an independent therapeutic and educational pre-school for children with disabilities (including Autism and related sensory processing disabilities).

Sensory Backpacks is a new service to support children with sensory concerns was launched in August at Fish Creek with partners from Variety Alberta and Heritage Lions Club of Calgary in attendance. The backpacks are now available at Central, Nose Hill, Seton, Shawnessy, Louise Riley, Giuffre Family, Saddletowne, Crowfoot, Bowness, Southwood, and Fish Creek.



“My daughter with sensory processing disorder was quickly escalating today and [Library staff] set us up with a sensory backpack. It was the best! Weighted animals, fidgets, and earmuffs. We turned a potential meltdown sad experience into a success. We sat in the play structure and decompressed!! He even offered us a quiet room if we needed!! Just wanted to say thank you so much!! This changed our day and now my daughter has a positive library as a core memory!! Thank you from a mom who is learning how to see the world from a different angle.”
Sensory Backpack Parent User

The Library has worked with the Rotary Employment Partnership and Inclusion Alberta since 2015 to provide employment opportunities for those with intellectual disabilities. These roles are important supports in our locations and provide participants with meaningful work and connection. It also provides a wealth of learning and experience to the Library as these placements support

managers and staff to understand diverse employee needs and better accommodate individuals with disabilities. We currently have 14 employees working through this program.

August was the busiest month ever for device lending in Special Services. Staff have been busy promoting our new Streams, Stratuses and iPads. The first two devices are both audiobook players that have been designed specifically for the visually impaired and for those who have difficulty manipulating a book. Staff have helped create new detailed instructions for the devices, which helps users become more comfortable with them. The combination of simplified instructions and staff promotion meant over 200 titles were downloaded and transferred to the devices.

The Indigenous Placemaking Selection Committee met in August to review submissions from emerging artists as part of the fourth round of placemaking for the Library. After measuring the submissions against the project criteria, three artists were selected to create installations for Judith Umbach, Village Square and Fish Creek libraries. Artists will be paired with Mentors throughout the creative process with a targeted installation for May 2023.

The Library will recognize the National Day for Truth and Reconciliation with special free programming and activities at Central Library on September 30. Activities include a panel discussion, exhibition of Indigenous Placemaking at the Library, all-day screening of short films celebrating Indigenous programming at the Library, and more.

All community members are encouraged to visit their local Library location from September 26 – 29 to enjoy special book displays related to Truth and Reconciliation and celebrating Indigenous culture, and to create a feather thank-you message to one of the members of the Elders' Guidance Circle at the Library.

The new 2023 – 2026 Strategic Plan is being powered by the Innovation Engine, a focus of our Service Design team. The team is pulling together research and utilizing collaboration and engagement to identify community needs and opportunities. Ideation sessions are running with employee groups before moving to consultation with community groups and external stakeholders. The goal is using a human-centred design perspective to answer foundational questions on how we might activate the bold promise of our next strategic plan.

Impact Moments

A Village Square staff member was approached by a patron he had helped ten years earlier on her first visit to the Library. After that first visit, the patron moved and started using a different Library; however, she still remembered the Library employee and wanted to thank him for welcoming her to Canada and suggesting that she meet with the Library's Career Coach volunteer when she asked for information on getting a job. She told our staff member that shortly after meeting with the Career Coach she was able to get a job and that it changed her life. She was so thankful and asked if she could take a selfie with him and her two young children. After the selfie, our employee registered her children in the Ultimate Summer Reading program!

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Thursday, September 8, 2022
5:00 pm

In Attendance:

Board

Andrew Rodych (Chair)
Sandy Gill
Al-Karim Khimji

Administration

Sarah Meilleur, *CEO*
Alexis Apps, *Senior Executive Assistant*
Melissa Legacy, *Director, Visitor Experience*
Amanda Robertson, *Executive Assistant*
Heather Robertson, *Director, Service Design and Innovation*

Regrets

Crystal Manyfingers

1. Treaty 7 Opening

Al-Karim Khimji respectfully opened the meeting with a Treaty 7 land acknowledgement.

2. Review of Agenda

MOVED by Al-Karim Khimji that the September 8, 2022 agenda be approved as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Sandy Gill that the minutes of the June 8, 2022 Governance Committee meeting be approved as presented.

Carried unanimously

4. Business Arising

Heather Robertson introduced Melissa Legacy, the new Director, Visitor Experience, to the Governance Committee.

5. Board Relations

A. Orientation Process Review

Andrew Rodych reviewed the proposed 2023 Board orientation timeline adapted from the 2022 process. Of note, the Committee directed Administration to continue with the orientation sessions that had been introduced in 2022 with new members as the target audience, but all members of the Board invited to participate to refresh or update their knowledge of the Library as well as the Board's operations and processes.

As a mid-year appointee, Al-Karim Khimji advised that this high-level overview of the orientation schedule would have been beneficial to see upon joining the Board. Administration noted this suggestion and will use the overview document as a tool to welcome new Board members going forward.

The Committee directed Administration to add this discussion item to the Organizational meeting agenda, specifically to ask the Board in full whether orientation sessions should occur as in-person, virtual, or hybrid meetings.

Administration advised that the boardroom at Central Library has been equipped with the tools to allow hybrid meetings with both virtual and in-person attendees. Because this has not yet been tested for the Board, the Committee directed Administration to plan for a hybrid meeting at the November 9, 2022 Organizational Meeting. This meeting will not be broadcast to the public and will provide an opportunity to test the equipment in the boardroom.

Andrew Rodych presented a new annual Board workplan to the Committee. The document provides a high-level overview of the Board's reports for information and approval throughout the year. The workplan is intended by Administration to inform new and existing Board members about the distribution of workload throughout the year. After reviewing the document, the Committee directed Administration to include it in the Organizational meeting agenda for the full Board to review and approve for use going forward.

Task	Responsible	Deadline
Include a version of the orientation timeline document in welcome packages for new Board members.	Administration	November 2022
Add a discussion item to the Organizational meeting agenda to ascertain level of interest and availability for meeting in-person, virtually, or in a hybrid format for orientation sessions.	Administration	November 9, 2022
Coordinate with IT staff to arrange the Board's first hybrid meeting.	Administration	November 9, 2022
Add a discussion item to the Organizational meeting agenda to review and approve a new Board workplan.	Administration	November 9, 2022

6. Board Recruitment

A. Skills Matrix Template Review

Andrew Rodych presented the existing skills matrix template and provided context to the Committee on the discussions that had led to its current iteration.

The Committee agreed that the Work Experience section of the template should be eliminated with some of those areas being consolidated in the Skills section. New areas may also be added, such as skills and experience in Reconciliation and scheduling flexibility. The Committee agreed that expanding the gradient from a 1 to 3 scale to a 0 to 5 scale will better reflect the range of expertise held by the group.

The Committee agreed to collaboratively edit the template before their next meeting on October 5, 2022. Administration will provide notes from today's discussion and create a working version for the Committee's use.

On the subject of schedule availability and flexibility, the Committee directed Administration to prepare a draft calendar for the 2023 Board year and send the tentative holds to invitees. When the calendar is officially approved at the November 9, 2022 Organizational Meeting, those tentative holds will be finalized.

Task	Responsible	Deadline
Collaborate in a shared working document to make revisions to the Skills Matrix template.	Committee	September 28, 2022
Send calendar holds to all relevant stakeholders for tentative 2023 Board and Committee meetings.	Administration	September 2022

B. Recruitment Committee Update

Andrew Rodych advised the Committee that interviews have been scheduled with six candidates for the open Board seat and list of alternates. There are three seats up for nomination this year, with two currently filled by Board members eligible for re-appointment. The Recruitment Committee must identify one additional candidate as well as a list of three nominees for a reserve list to be approved by City Council. Those names will be submitted to the City on their deadline (September 27, 2022). The Board will then review the list at their next meeting on September 28, 2022. If the Board approvals differ from the list submitted to the City on September 27, then an updated list of names will be submitted to the City on September 29, 2022.

Task	Responsible	Deadline
Circulate recommended candidates for nomination and reserve list to the Governance Committee.	Recruitment Committee	September 26, 2022

7. Workplan Review

The Committee agreed that when the 2023 Governance Committee is established, items 15 and 16 on the Workplan regarding CEO Evaluation will need to be reevaluated to ensure appropriate timing and resourcing are allotted.

The Committee directed Administration to add an additional review of the skills matrix template in October.

Task	Responsible	Deadline
Make changes to the workplan as directed.	Administration	September 28, 2022

8. Other Business

None.

9. In Camera

MOVED by Andrew Rodych that the Governance Committee move in camera.

Carried unanimously

MOVED by Sandy Gill that the Governance Committee rise without reporting.

Carried unanimously

10. Adjournment

MOVED by Andrew Rodych that the meeting be adjourned at 7:11 pm.

Transcribed by Amanda Robertson

Andrew Rodych
Committee Chair

Unapproved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Wednesday, September 14, 2022
5:30 pm

In Attendance:

Board

Crystal Manyfingers (Chair)
Sandy Gill
Sheeba Vijayan

Administration

Sarah Meilleur, *CEO*
Mary Kapusta, *Director, Communications and Engagement*
Paul Lane, *Director, Strategy and Planning*
Melissa Legacy, *Director, Visitor Experience*
Amanda Robertson, *Executive Assistant*
Heather Robertson, *Director, Service Design and Innovation*

Regrets

Al-Karim Khimji
Evan Legate

Guests

Trevor Myers, *Business Analyst*

1. Meeting Opening

Sheeba Vijayan respectfully opened the meeting with a Treaty 7 land acknowledgement.

2. Review of Agenda

MOVED by Sheeba Vijayan that the agenda for September 14, 2022 be approved as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Sheeba Vijayan that the minutes of the June 8, 2022 meeting be approved as presented.

Carried unanimously

4. Business Arising

None.

5. Q2 2022 Strategic Scorecard Review

Trevor Myers presented highlights from the Q2 2022 Strategic Scorecard Report. In Q2, the scorecard focuses on the How Much categories, or the number of times Library services are used, and How Well categories, which measure the quality of and satisfaction with Library services.

Circulation performed very well in Q2 with both physical and digital checkouts exceeding pre-pandemic levels. This is noteworthy with visitation having only been 65% of the numbers seen in 2019. As physical circulation is driven by in-person visitation, circulation is expected to continue to increase as visitation continues to grow.

Programming increased in Q2 by more than twice the forecasted levels. The Library hosted nearly 2,000 live in-person programs this quarter. Virtual programming has continued to reach larger groups of members without some of the natural barriers of in-person events. In-person and virtual outreach in Q2 2022 has had notable reach with an average of 222 participants per session compared to the average of 40 participants per in-person outreach effort in Q2 2019. This average has increased so significantly due in large part to outreach targeting large groups of students, such as the Library's first "LitCon" directed towards school-age children and teens.

Technology measures have continued to climb steadily since 2021. Printing and wireless use failed to meet their targets, but by negligible amounts. As technology measures are entirely dependent on visitation, they are expected to continue to increase accordingly.

Repeat visitors continues to be a strong measure of member engagement. 81% of visitors entered locations at least twice during Q2 2022. 48% of visitors returned to Library locations six or more times and 11% of users returned to locations 26 or more times during the same period.

A bi-annual survey conducted in Q2 2022 shows a high level of member engagement. Of the 400 random Library users surveyed, 105 indicated they were very satisfied with their Library experiences, while 270 were extremely satisfied. This measure has remained high in recent years and shows the continued high quality of services being offered by the Library through changing conditions.

MOVED by Sheeba Vijayan that the Q2 2022 Strategic Scorecard Report be received for information as presented.

Carried unanimously

6. Board Advocacy Plan Review

The Committee reviewed the Board Advocacy Plan and directed Administration to draft a new version according to feedback provided in today's meeting. The Committee will then work on the draft collaboratively, review the changes at the meeting on October 12, 2022, and present the finished draft to the Board in full at the next formal meeting on November 23, 2022.

Rather than the current table format, the Committee would like to open with a description of the Board's roles and responsibilities regarding advocacy work, update the values in alignment with the new Strategic Plan, then follow with the main pillars or priorities of the Board's advocacy and

include some examples of each. The new draft will reflect that Board members are able to participate in a wide range of advocacy work on behalf of the Library based on their skills and interests.

Task	Responsible	Deadline
Prepare a draft advocacy plan for the Committee to collaboratively revise.	Administration	September 2022
Review the proposed changes.	Committee	October 2022
Present to the Board for approval and adoption.	Committee	November 2022

7. Spotlight Report on Planning for the Future: System Growth and Facility Planning

Paul Lane presented highlights from his report, Planning for the Future: System Growth and Facility Planning.

Library Leadership's current target is to provide 0.3 square feet of community library space per capita. Calgary Public Library currently provides 0.248 square feet per capita city-wide. 0.3 square feet per capita is an aspirational goal that has been accepted by City officials as a reasonable target.

Lane outlined the new locations and lifecycle renovations planned during the 2023 – 2026 budget cycle as well as into the long term. The plan prioritizes communities where new Library locations will be "self-funded" by area residents through development levies as well as significant renovations or re-builds in areas where the City has existing strategic goals for densification that would place additional strain on existing outdated facilities.

Lane presented a discussion question to the Committee, which the Committee has deferred to the full Board for discussion at the upcoming meeting on September 28, 2022:

Replacing the oldest inner-city libraries is a priority, but these projects must compete with many others for the limited funding available. In your respective experiences, what techniques have you seen used to galvanize support or raise the profile of needy priorities?

MOVED by Sandy Gill that the Spotlight Report on Planning for the Future: System Growth and Facility Planning be received for information.

8. Workplan Review

The Committee directed Administration to add a review of the Advocacy Priorities document at the October 5, 2022 meeting of the Governance Committee.

Task	Responsible	Deadline
Update the committee workplan as directed.	Administration	October 2022

Report to the
Calgary Public Library Board
Audit & Finance Committee
July 19, 2022

9. Other Business

None.

10. Adjournment

MOVED by Sheeba Vijayan that the meeting be adjourned at 6:38 pm.

Transcribed by Amanda Robertson

Crystal Manyfingers
Committee Chair

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, July 19, 2022
5:30 pm

In Attendance:

Board

Evan Legate (*Chair*)
Andrew Rodych
Sheeba Vijayan

Administration

Sarah Meilleur, *CEO*
Katrina Ducs, *Financial Services and Procurement Lead*
Chae Jun, *Controller*
Paul Lane, *Director, Strategy and Planning*
Melissa Legacy, *Director, Visitor Experience*
Trevor Myers, *Business Analyst, Strategic Planning*
Amanda Robertson, *Executive Assistant*
Scott Stanley, *Director, Technology*

Regrets

Sandy Gill

Guests

Richard Stewart, *City of Calgary*

1. Treaty 7 Opening

Sheeba Vijayan respectfully opened the meeting with a Treaty 7 land acknowledgement.

2. Review of Agenda

MOVED by Andrew Rodych that the July 19, 2022 Audit and Finance Committee meeting agenda be approved as circulated.

Carried unanimously

3. Approval of Minutes

MOVED by Andrew Rodych that the minutes of the April 26, 2022 meeting be approved as circulated.

Carried unanimously

4. Business Arising

None.

5. Annual Insurance Review

Richard Stewart of the City of Calgary presented highlights from the annual Insurance Review.

The City administers a civic insurance program to provide cost effective insurance instruments to the City's civic partners, including Calgary Public Library. This insurance program is a combination of coverage purchased through licensed insurance providers as well as a "self-funded" portion. This City-administered funding model reduces the Library's costs by pooling risk between all civic partners.

The Library's coverage remains stable across most categories from prior years. The Committee discussed some potential impacts of inflation and a worldwide increase in cybercrime, neither of which are expected to have an outsized impact on the Library's insurance position in 2022.

Stewart reviewed the Library's five-year claims history and did not identify any concerning trends. With the reduced service levels and hours of operation in 2020 and 2021, the average annual claim amount is down significantly from pre-pandemic levels. This number is expected to rise in 2022 and going forward as Library service offerings resume.

MOVED by Andrew Rodych that the Audit and Finance Committee receive the Annual Insurance Review Report for information.

6. Cybersecurity Update

Scott Stanley presented highlights from the Cybersecurity Update.

Stanley advised that the Library has been taking significant steps to mitigate cybersecurity threats, both in proactive prevention and in planning for effective crisis response in case of a breach. In alignment with its cybersecurity strategy, the Library has successfully implemented tools that have already prevented breaches, such as multi-factor authentication, specific cybersecurity training, and central monitoring for unusual user activity that could lead to ransomware or similar attacks. To prepare for potential cybersecurity crises, Library Leadership is working with internal and external stakeholders on communication plans, legal support, and technical restoration strategies.

Beginning in 2021, the Library has begun an annual cybersecurity audit to measure its success against a long list of best practices. Scores are measured on a five-point scale, with zero meaning an organization does nothing to protect itself from cybersecurity threats and 5 being a perfectly secure system with absolutely no room for improvement. A score of 4 would usually reflect an organization with critical data using extensive resources to protect it. Stanley advised that the

Library measured a score of approximately 2.3 in 2021, anticipates approximately 3 in 2022, and has a long-term target between 3 and 4.

Administration and the Committee discussed possible metrics for reporting cybersecurity matters to the Board going forward, such as annual external audit results, quarterly internal audits, the ratio of attempted to successful attacks, benchmarking against similar institutions, and other options. The Committee directed Administration to consider these suggestions and propose a solution for ongoing reporting.

Task	Responsible	Deadline
Review options and propose key performance indicators to the Committee for ongoing cybersecurity reporting.	Administration	September 2022

MOVED by Andrew Rodych that the Audit and Finance Committee receive the Cybersecurity Update for information.

7. Q2 2022 Controller's Report and Financial Review

Katrina Ducs presented highlights from the Q2 2022 Controller's report.

The Library is beginning to see salary and benefit expenditures returning to pre-pandemic levels. Prior and current savings have been re-allocated to Collections, to new shelving for Saddletowne Library, and to an Equity, Diversity, and Inclusion consulting firm. Ducs confirmed that life cycle spending is consistent with Q1 2022. There have been no changes to the \$3 million operating reserve in Q2.

The Library's net financial asset position remains strong at the end of Q2 2022. Accumulated surplus continued to trend downwards in Q2.

Of note, the Controller's report describes an unfavourable variance against the original Collections budget (line 32) approved by the Board. This reallocation from the Q1 surplus was reforecast in the financial statements and was a planned variance from the original budget.

Chae Jun advised that the 2021 Local Authorities Pension Plan (LAPP) audit was completed by Deloitte in Q2. The Library was found to be compliant and will be asked to submit to an external LAPP audit again in 2025 for the year ending December 31, 2024.

MOVED by Andrew Rodych that the Q2 2022 Controller's Report and Financial Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

8. Q2 2022 Risk Register Review

Trevor Myers presented highlights from the Q2 2022 Risk Register.

This quarter showed positive results overall. Of the eight measures reviewed in Q2, seven were in the low-risk range and only one, Staff Turnover, was in the medium-risk range.

Active Memberships showed a net increase in Q2 2022, up to 56% of the total population in the Library's service area. The Library usually sees the greatest increase in new membership registration in Q3 each year, so this number will be expected to increase again in the next report. The increase in Q2 may be attributable to recent data-driven marketing campaigns targeting neighbourhoods with underused capacity in their community Library locations.

The Library's Satisfaction Score dropped slightly from the last report. This metric is gathered through a random sample of 400 Library users in a survey conducted by a third-party firm. In June 2022, 400 respondents were asked for their overall satisfaction. The Library received the same number of high and very high satisfaction ratings, but seven respondents abstained from providing an answer and this reduced the resulting score by 0.1 from Q4 2021.

Volunteer Support, or the number of active, unique volunteers per 10,000 members of the population, hit the target of five in Q2. This measure is up from two in Q1 2022 and is the result of high-demand programs such as Reading Buddies, English Conversation Group, Homebound Readers, and Math Quest. Volunteer support is expected to continue increasing in 2022 as in-person programs continue to be re-introduced throughout the system.

Building Visits have continued to increase month-over-month in 2022. June 2022 saw a 57% increase in visits from January 2022. In Q2, visitation was the highest it has been since Q3 2019.

Website Visits are usually a flat measure, but they have shown noticeable growth in Q2 2022. As program registration is typically a strong driver of web traffic, the increase in program offerings is likely contributing to this increase. Website visits are now the strongest they have been since Q1 2020 when the Library observed an increase in activity due to the onset of the pandemic and heightened demand for online resources.

In Q1 2022, Central Library incidents were the highest they had been in the history of the facility. In Q2 2022, Central Library incidents dropped to only 3.81 incidents per 10,000 visits. This is the lowest this metric has been since Q3 2019. When excluding incidents external to the Library's interior, this measure drops to 2.54, significantly below the lowest risk threshold.

Staff Turnover was the highest risk factor in Q2 2022. At 3.3%, this remains below the average annual turnover of 15% for government, education, and non-profit workplaces.

MOVED by Sheeba Vijayan that the Q2 2022 Risk Register Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

9. Workplan Review

After reviewing the workplan, the Committee did not request any changes.

10. Other Business

None.

11. Adjournment

MOVED by Sheeba Vijayan that the meeting be adjourned at 7:15 pm.

Transcribed by Amanda Robertson

Evan Legate
Committee Chair

**Report to the
Calgary Public Library Board
Audit and Finance Committee
July 19, 2022**

Risk Register Update for Q2 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 Q2 2022.

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, 8 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 8 risk factors, 7 have been categorized in the low threat range and 1 in the medium threat range. Several risk thresholds (targets) change throughout the year, in alignment with predicted service levels.

Range	# of Measures	Notes
	7	
	1	Staff Turnover
	0	

All Library locations were open to the public through the entirety of this quarter. Furthermore, none of the prior provincial public health restrictions (such as face coverings and capacity limits) were in effect during this period. Library services such as room booking and in-person programming, previously reduced due to the pandemic, increased throughout this quarter.

Library membership was extremely strong this period, with total Active Members only 2,000 below the peak in Q3 2019. Much of this growth is undoubtedly attributable to the waning effects of the pandemic. The gains seen this quarter are certainly also the result of previous and ongoing membership campaigns, with marketing activities drawing in new members and helping to retain and reactivate existing members.

The influx of in-person programming and reactivation of Library spaces necessitated a parallel increase in volunteers. The number of unique volunteers more than doubled relative to the previous quarter and the number of placements filled by those volunteers nearly tripled. At five active volunteers per 10,000 members of the population, Library volunteering is strong. This number is expected to continue increasing in line with program offerings.

Building visits continued the upwards trend that has been seen month over month throughout 2022. Comparing the values in June to January of this year, we see a 57% increase in visits. The reduction of public health measures, reactivation of Library services, and generally mild weather have assuredly played a part in this quarter's strong visitation, the highest seen since the pandemic began.

Website visits, normally a fairly flat measure, have shown similar growth this quarter. As program registration is typically a strong driver of website traffic, the increase in program offerings may be the main reason for this growth. Website visits are the strongest they have been since Q1 2020, a period which saw increased activity due to the onset of the pandemic and demand for online resources. Discounting that initial bump from the pandemic, website visits are the highest seen since Q3 2019.

While last quarter saw the highest number of reported incidents at Central, this quarter represents a marked decrease in negative activity in and around the Library. At 3.81 incidents per 10,000 visits, this is the lowest risk this value has shown since the pandemic began. Indeed, it is the lowest it has been since Q3 2019. Central security attributes this notable decrease to the reactivation of Library spaces. Increased programming, room bookings, and general activity within the Library have displaced and discouraged much of the undesirable behaviour seen throughout the pandemic. If we exclude incidents occurring around the exterior of this Library, we see this value drop even further to 2.54, significantly below the lowest risk threshold.

IV. CONCLUSION

In terms of overall risk, this is the most positive report seen since the pandemic began. Nearly all measures are showing very low risk levels, and previous high-risk measures such as Central Library Incidents are the lowest they have been in years. As with everything throughout this pandemic, assigning causality is a challenging task. With the wealth of complicated social, economic, and environmental factors at play, it has been difficult to attribute cause and effect. Based on the extremely positive results this quarter, we can assume that the hard work, diligence, and ingenuity Library staff have

shown in reactivating our spaces has played a large role. Library spaces have always been vibrant, dynamic, and engaging, and while this was by necessity dampened during the pandemic, it seems that a return is at hand.

V. RECOMMENDATION

1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q2 2022***, to the Calgary Public Library Board.

Trevor Myers,
Business Analyst, Corporate Services

att: Q2 2022 Risk Register

Q2 2022 Risk Register Overview

Relevance

Active Memberships

56%

Target: 50%
(+11.21%)

Next Update Q3 2022

Satisfaction Score

4.7

Target: 4.5 (+3.89%)

Next Update Q4 2022

Volunteer Support

5

Target: 5 (+5.16%)

Next Update Q3 2022

Circulation per
Capita

10.7

Target: 12.5
(-14.27%)

Last Reported Q4 2021

Finance

Net Financial
Assets

\$6.5M

Target: \$3.0M
(+115.26%)

Last Reported Q4 2021

Fraud

\$0

Target: \$0

Last Reported Q4 2021

Operating Cost
per Use

\$1.70

Target: \$1.55
(+9.97%)

Last Reported Q1 2022

Municipal Grant
per Capita

\$40.70

Target: \$42.00
(-3.09%)

Last Reported Q1 2022

Operations

Building Visits

1.24M

Target: 1.13M
(+10.43%)

Next Update Q3 2022

Website Visits

1.37M

Target: 1.25M
(+9.65%)

Next Update Q3 2022

Library Space per
Capita

0.44

Target: 0.50 (-12%)

Last Reported Q4 2021

Staff Turnover

3.3%

Target: 3.0%
(+8.67%)

Next Update Q3 2022

Security

Community Library Incidents

0.83

Target: 1.50
(-44.67%)

Next Update Q3 2022

Central Library Incidents

3.81

Target: 5.50
(-30.73%)

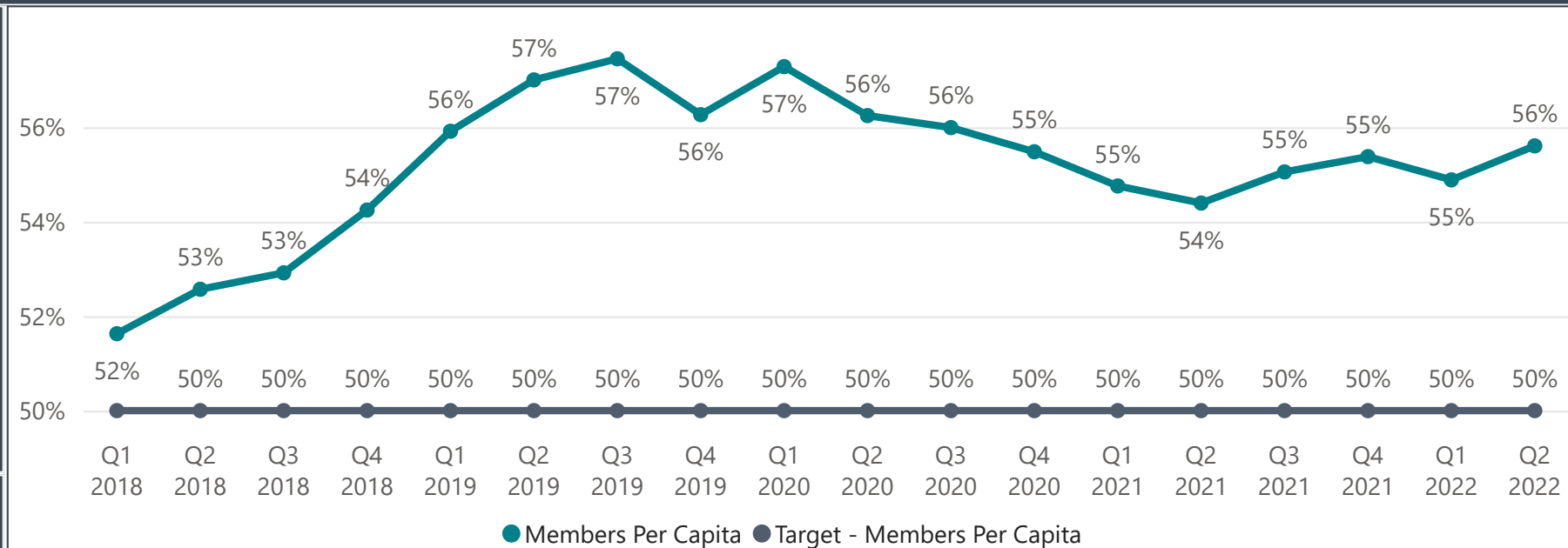
Next Update Q3 2022

Relevance - Active Memberships

The total active members divided by population of the service area
Reported quarterly - Updated June 2022

56%

Target: 50% (+11.21%)



Quarter	Act vs. Tar
Q3 2019	114.9%
Q4 2019	112.5%
Q1 2020	114.6%
Q2 2020	112.5%
Q3 2020	112.0%
Q4 2020	111.0%
Q1 2021	109.5%
Q2 2021	108.8%
Q3 2021	110.1%
Q4 2021	110.8%
Q1 2022	109.8%
Q2 2022	111.2%

Low >50% Medium 45-50% High <45%

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.

Commentary

Total Active Members - 736,064
New Members registered during Q1 2022 - 29,351
Current Population - 1,323,700

At 736,064 active members, the Library is only 2,000 members shy of the peak active member count seen in Q3 2019. Ongoing and previous membership campaigns have likely lead to an increase in both new membership acquisition and active membership retention.

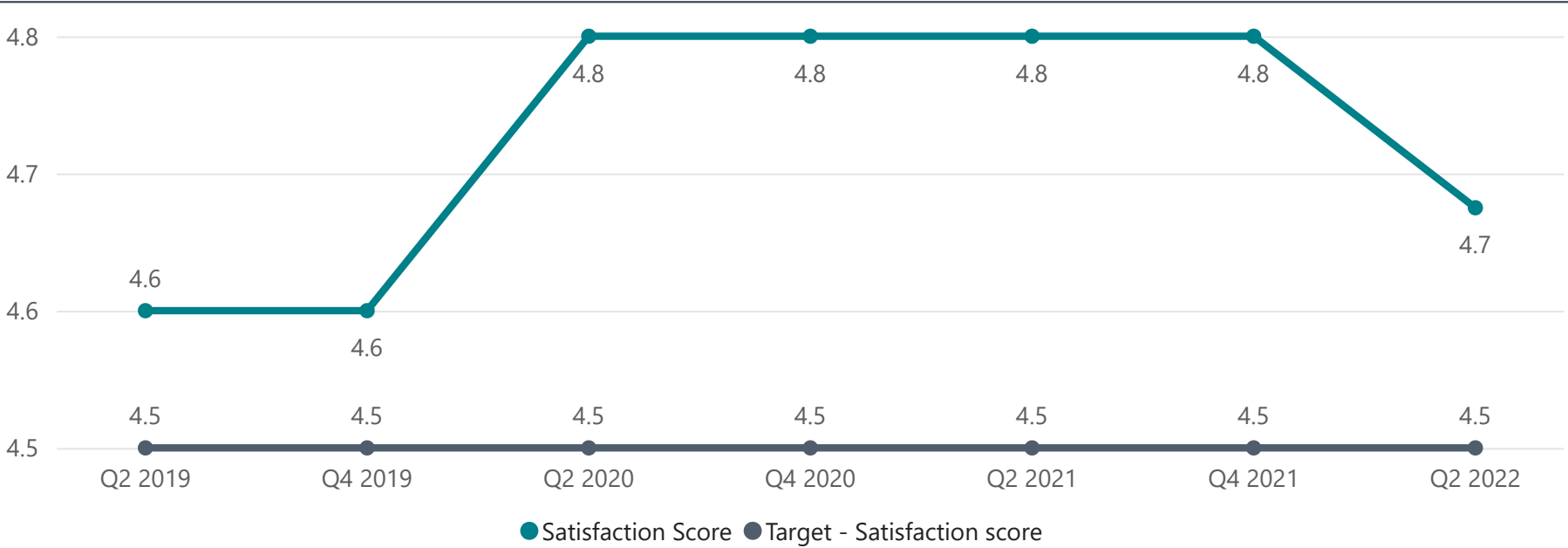
Calgary Public Library Members as a proportion of overall population is well above the national median of 39.9 (MBNCanada, 2020).

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 June 2022

4.7

Target: 4.5 (+3.89%)



Quarter	Act vs. Tar
Q2 2019	102.2%
Q4 2019	102.2%
Q2 2020	106.7%
Q4 2020	106.7%
Q2 2021	106.7%
Q4 2021	106.7%
Q2 2022	103.9%

Low >4.5
Medium 3.5-4.5
High <3.5

Rating out of 5 based on users experiences with Library services.

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.

Commentary

Member satisfaction with the Library is generally quite high. The latest phone survey was conducted to 400 respondents in June 2022. Among other questions, respondents were asked for their overall satisfaction with their experience with Calgary Public Library.

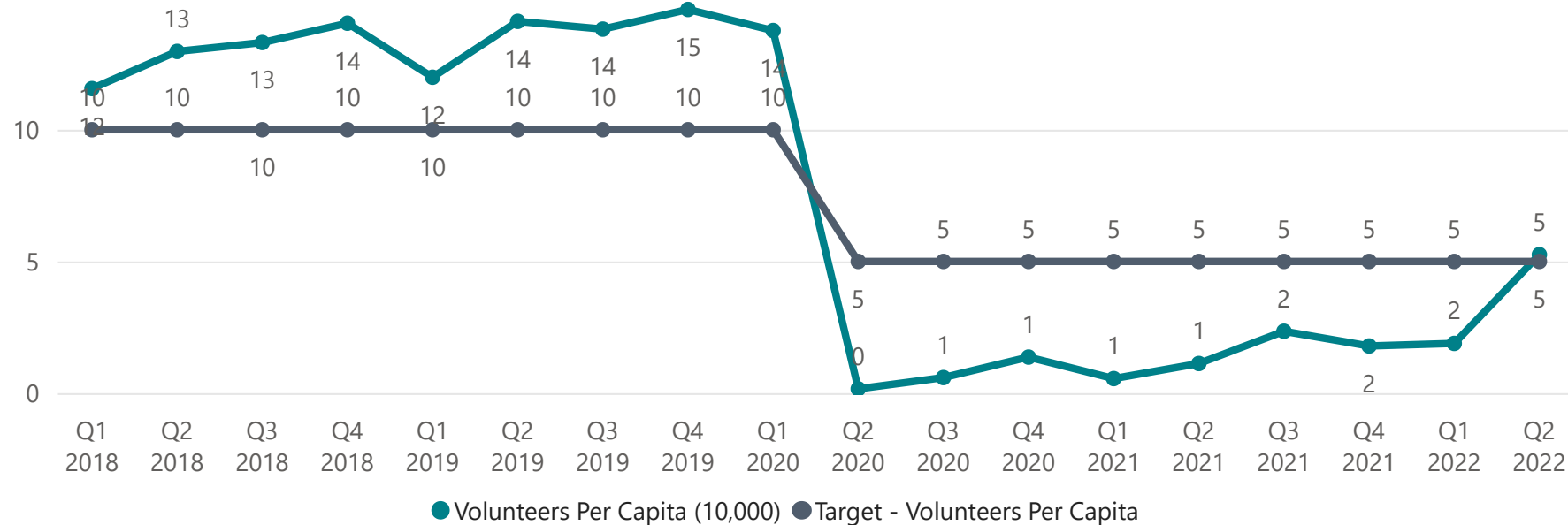
Operations - Volunteer Support

The number of active unique volunteers per 10,000 members of population
Reported quarterly - Updated June 2022

5

Target: 5 (+5.16%)

Low >5 Medium 2-5 High <2



Quarter	Act vs. Tar
Q3 2019	138.2%
Q4 2019	145.7%
Q1 2020	137.7%
Q2 2020	3.3%
Q3 2020	11.8%
Q4 2020	27.4%
Q1 2021	11.0%
Q2 2021	22.5%
Q3 2021	47.0%
Q4 2021	35.8%
Q1 2022	37.8%
Q2 2022	105.2%

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.

Volunteer Support was previously reported as a percentage of volunteers placed relative to available volunteer opportunities. As of 2022, this measure will now be reported as the number of volunteers compared to 10,000 members of population.

Mitigation Actions

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

Commentary

Active Unique Volunteers Q1 2022 - 696
Volunteer Opportunities Q1 2022 - 1,425
Volunteer Placements Q1 2022 - 1,389 (97%)

The return to in-person programming and the increase in available volunteer opportunities has lead to a significant increase in both volunteer opportunities and placements. High demand programs such as Reading Buddies, English Conversation Group, Homebound Readers, and Math quest contribute to the majority of this measure.

Volunteer support is expected to increase throughout 2022, as in-person programs are reintroduced throughout the system.

Due to the timing of reporting, a number of volunteers may have yet to report their Q2 hours. The number of unique volunteers may increase next quarter, as volunteers supply their hours.

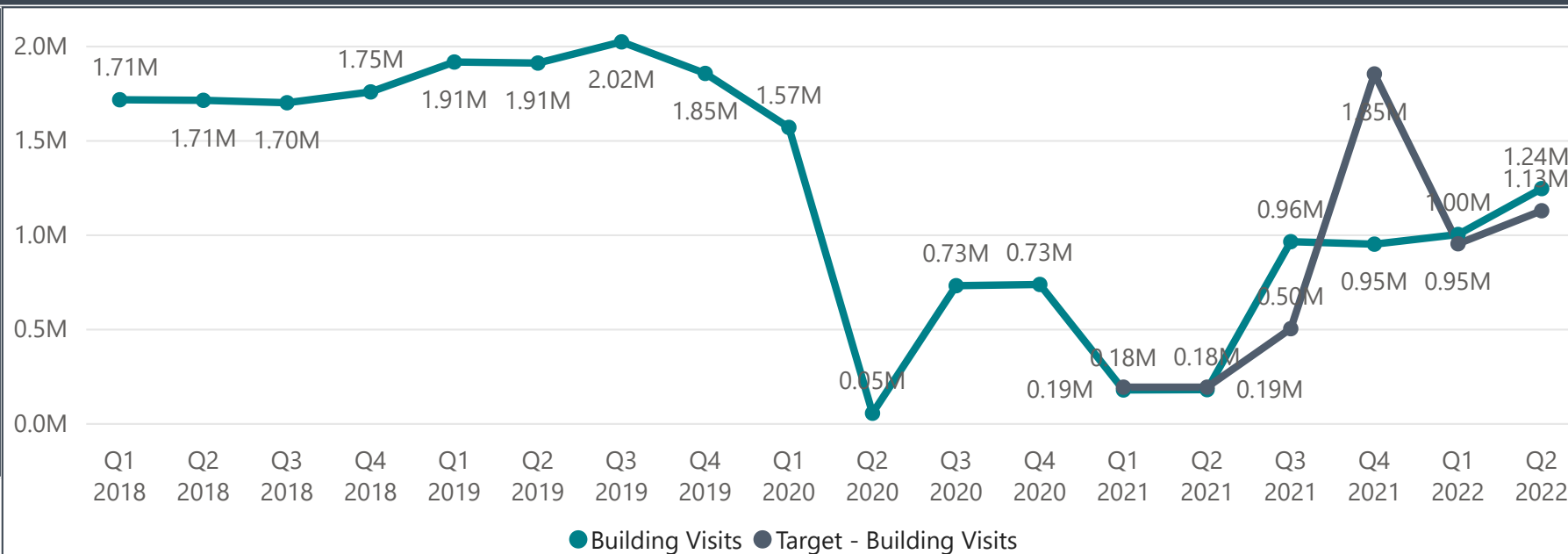
Operations - Building Visits

The number of physical visits to all libraries
Reported quarterly - Updated June 2022

1.2M

Target: 1.1M (+10.43%)

Low >1.1M Medium 0.7-1.1M High <0.7M



Quarter	Act vs. Tar
Q1 2021	92.2%
Q2 2021	93.1%
Q3 2021	192.2%
Q4 2021	51.2%
Q1 2022	105.2%
Q2 2022	110.4%

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.

Commentary

Total Building Visits Q2 2022 - 1,242,303

All 21 libraries were open to the public for the entirety of this quarter. Shawnessy library was undergoing renovations throughout May and June, but still had strong visitation during this period.

At 440,000 visits, June represented a 57% growth over the number of visits seen in January.

This measure traditionally compared year-over-year percentage increases and decreases to building visits. As the pandemic has greatly impacted visitation, percentage comparisons are insufficient to indicate progress. This KPI was changed in 2021, now presenting a sum of all visits, rather than percentage growth.

*People Counter system used to count Building Visits has a ±10% margin of error.

Operations - Website Visits

The number of visits to the Library website
Reported quarterly - Updated June 2022

1.37M

Target: 1.25M (+9.65%)



Quarter	Act vs. Tar
Q1 2021	105.4%
Q2 2021	96.8%
Q3 2021	102.2%
Q4 2021	98.5%
Q1 2022	104.8%

Low >1.25M Medium 1.0-1.25M High <1.0M

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.

Commentary

Total Website Visits Q2 2022 - 1,370,617

Website visits in Q2 2022 are the highest they've been since Q1 2020 (a quarter which saw increased traffic due to the onset of the pandemic). Program registration is typically a strong driver of website traffic, and the full resumption of in-person programming this quarter has undoubtedly attributed to this growth.

This measure traditionally compared year-over-year percentage increases and decreases to website visits. As the pandemic has greatly impacted usage patterns, percentage comparisons are insufficient to indicate progress. This KPI was changed in 2021, now presenting a sum of all visits, rather than percentage growth.

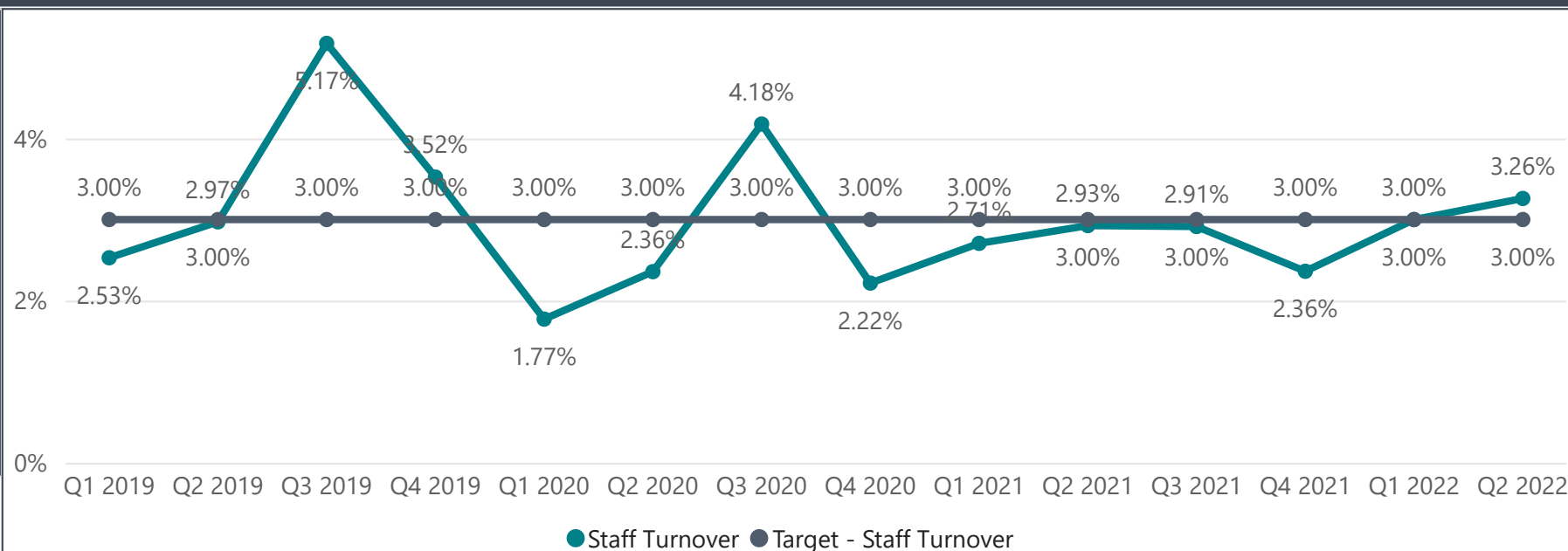
Operations - Staff Turnover

The percentage of staff turnover relative to active employees
Reported Quarterly - Updated June 2022

3.3%

Target: 3.0% (-8.67%)

Low <3% Medium 3-5% High >5%



Quarter	Act vs. Tar (Decrease is Good)
Q1 2020	59.1%
Q2 2020	78.6%
Q3 2020	139.3%
Q4 2020	73.9%
Q1 2021	90.2%
Q2 2021	97.5%
Q3 2021	97.1%
Q4 2021	78.7%
Q1 2022	100.0%
Q2 2022	108.7%

The percentage of staff turnover relative to active employees.

Staff turnover is reflective of loyalty and engagement. A highly engaged staff is correlated with better customer service and better organizational outcomes, and is a driver of success in achieving the aims of the Strategic Plan.

Mitigation Actions

Communication with staff is multi-channel; written, on-line, and face-to-face.
Regular on-line town halls are supported by all members of the leadership team.
Staff recognition program features immediate appreciation and on-line, peer-to-peer recognition.
Annual recognition awards are peer-nominated.
Academic financial support available.

Commentary

Active Staff Q2 2022 (end of quarter) - 741
End of Employment Q2 2022 (throughout quarter) - 25
New Staff Hired Q2 2022 - 28
Staff Turnover Q2 2022 - 3.3%

Staff turnover is a new measure introduced for 2022. It replaces the Staff Engagement measure, which has been challenging to capture since the onset of the pandemic. It seeks to represent staff dedication to the organization, as both an institution and a favorable place to work.

Given the variety of roles and work types within the Public Sector, average turnover rates are difficult to calculate. In a 2018 study of their members, LinkedIn estimated an average annual turnover rate of 15% for government, education, and non-profit work places.

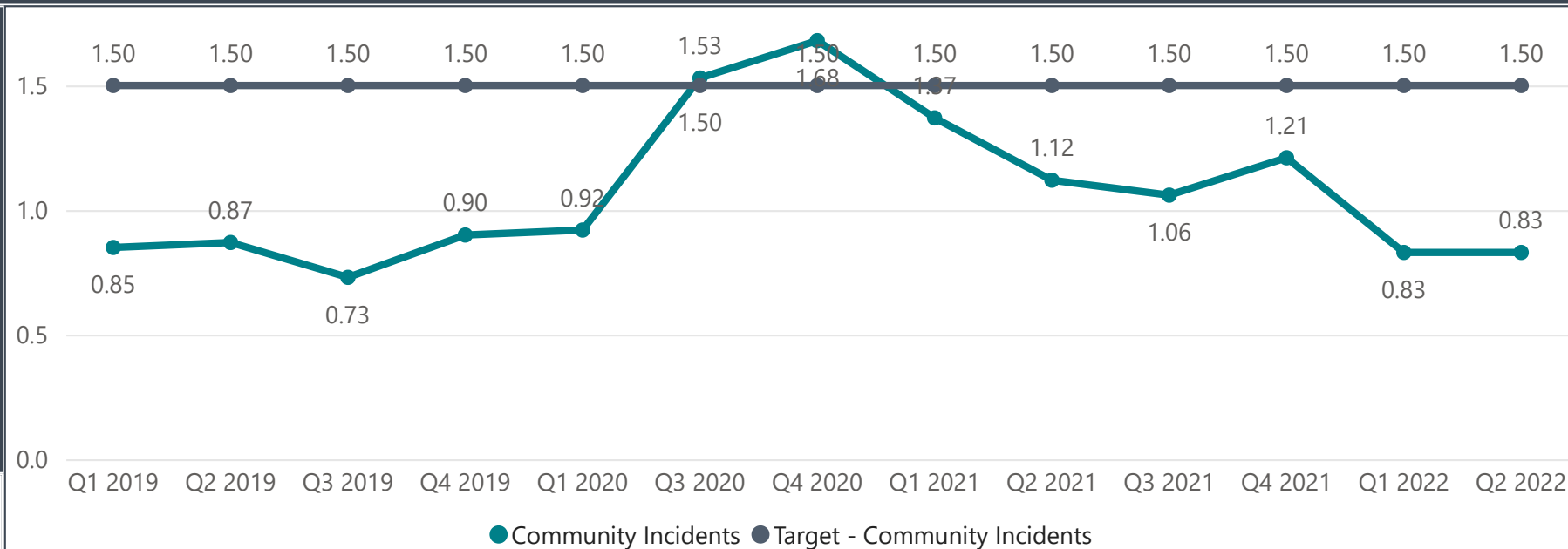
Security - Community Library Incidents

The number of community library security incidents per 10,000 visits
Reported quarterly - Updated June 2022

0.83

Target: 1.50 (+44.67%)

Low <1.5 Medium 1.5-3.0 High >3.0



Quarter	Act vs. Tar (Decrease is Good)
Q4 2019	60.0%
Q1 2020	61.3%
Q3 2020	102.0%
Q4 2020	112.0%
Q1 2021	91.3%
Q2 2021	74.7%
Q3 2021	70.7%
Q4 2021	80.7%
Q1 2022	55.3%
Q2 2022	55.3%

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.

Commentary

Community Library Incidents per 10,000 visits - 0.83

As incident rates are calculated based on visits, this measure is negatively impacted by the continued reduction in building visits.

A statistically significant proportion of reported incidents in previous quarters could be attributed to patron interactions surrounding mandatory health measures. The reduction of these mandates has led to a decrease in these types of incidents.

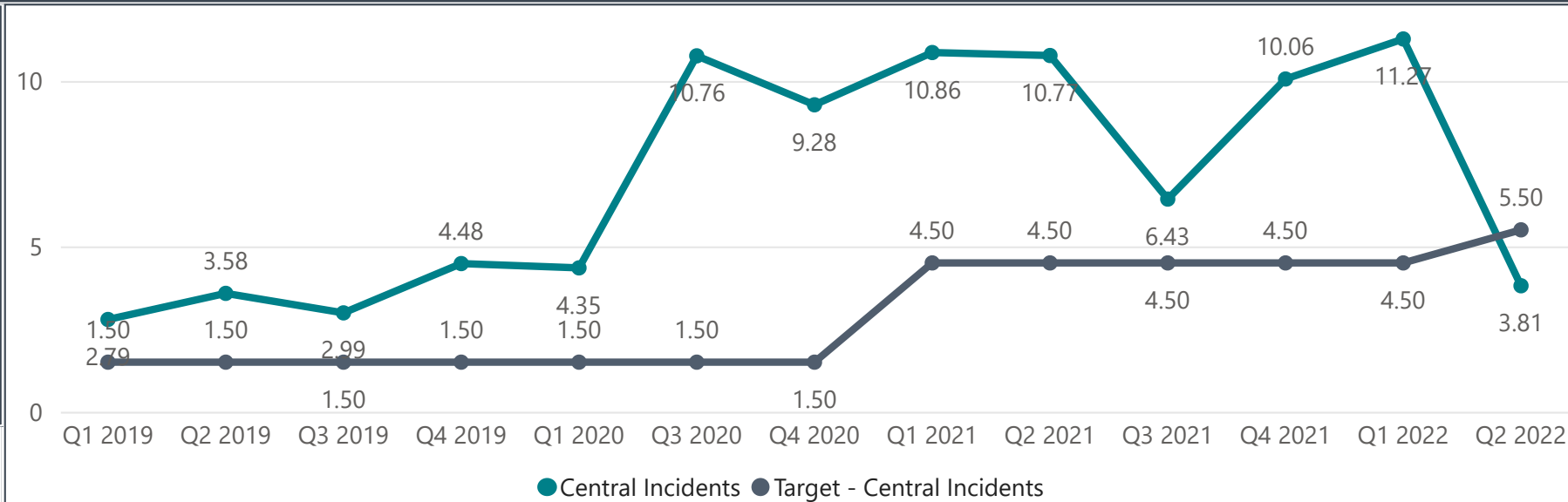
Security - Central Library Incidents

The number of Central Library security incidents per 10,000 visits
Reported quarterly - Updated June 2022

3.81

Target: 5.50 (+30.73%)

Low <4.5 Medium 4.5-8.0 High >8.0



Quarter	Act vs. Tar (Decrease is Good)
Q1 2020	290.0%
Q3 2020	717.3%
Q4 2020	618.7%
Q1 2021	241.3%
Q2 2021	239.3%
Q3 2021	142.9%
Q4 2021	223.6%
Q1 2022	250.4%
Q2 2022	69.3%

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.

Commentary

Central Library incidents per 10,000 visits Q1 2022 - 3.81

Excluding incidents occurring on the exterior of library - 2.88

Also excluding incidents occurring in east public elevator vestibule - 2.54

Central Library experienced a significant decrease in incidents from Q1 to Q2, with fewer than half as many incidents involving abuse, assault, alcohol, or drugs as seen in the previous quarter. An increase in building visits also positively impacted this measure; not only as the KPI itself is impacted by higher visitation numbers, but also because this increased activity in and around Central Library served to discourage and displace negative activity. At 3.81, this quarter is the lowest seen since Q3 2019.

Security reported a notable decrease in incidents after March 1st, when the face covering bylaw was lifted and in-person programming resumed in the Library. Programming, room booking, and the activation of Library spaces has led to a shift in Central's member demographic, with more families, professionals, and youth returning to the Library.

Task	Responsible	Deadline
Update the committee workplan as directed.	Administration	October 2022

Report to the
Calgary Public Library Board
Audit & Finance Committee
July 19, 2022

20

Controller's Report for the Quarter Ended June 30, 2022

The management financial reports of The Calgary Public Library for the quarter ended June 30, 2022, are appended to this report for information. The reports have been prepared using the full accrual basis of accounting, which recognizes the financial effect of events that impact an entity in the accounting period, regardless of whether cash was received or spent.

A. Executive Summary

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

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

The Salaries and Benefits expenses are now close to pre-pandemic level. Year to date savings of \$1.2M Salaries and Benefits has been re-allocated as follows; \$500K to Collections, \$115K to EDI workplace implementation and \$532K for new shelving at Saddletowne Library. Further explanations of the variances under revenue and expenses are summarized in sections C and D and in the Management Report – Operating Activities.

B. Management Report - Statement of Financial Position

Net Financial Assets are \$9.8M at quarter end. Receivables are mostly comprised of the capital transfer from the City of Calgary (\$0.4M). Payables relate to Salaries and Benefits accruals and amounts owing to vendors.

C. Revenues

Revenues are \$95K favourable for the second quarter end.

Line 19 – Interest and other revenues – \$86,270F at June 30, 2022 and \$26,006F at March 31, 2022

The favorable variance is mainly due to the internship funds received and Genesis Centre shared reserve.

D. Expenses

Total expenses year to date were \$1.8M favorable.

Line 29 – Salaries and employee benefits - \$1,119,651F at June 30, 2022 and \$630,968F at March 31, 2022

The regular full-time and part-time staffing is close to pre-pandemic level. The majority of the favorable variance in Q2 is primarily due to reduced on-call staffing and vacant positions.

Line 32 – Collections - \$286,027U at June 30, 2022 and \$15,957U at March 31, 2022

The unfavourable variance is due to Q1 surplus reallocation.

Line 48 – General operating - \$690,374F at June 30, 2022 and \$651,838F at March 31, 2022

This category includes many variances, but the largest under expenditure was in programming followed by IT and marketing. The favorable variance is timing difference.

Line 54 – Building and equipment - \$330,506F at June 30, 2022 and \$231,612F at March 31, 2022

The favorable variance will be reallocated to Fish Creek capital project. Forecast will be adjusted in Q3.

Line 74– Occupancy Costs - \$21,515F at June 30, 2022 and \$16,810F at March 31, 2022

The favorable variance is due to reduced common area costs.

Line 75- Amortization - \$27,330U at June 30, 2022 and \$17,532U at March 31, 2022

The unfavorable variance is due to additional assets added.

E. RECOMMENDATION

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial reports for the period ended June 30, 2022.

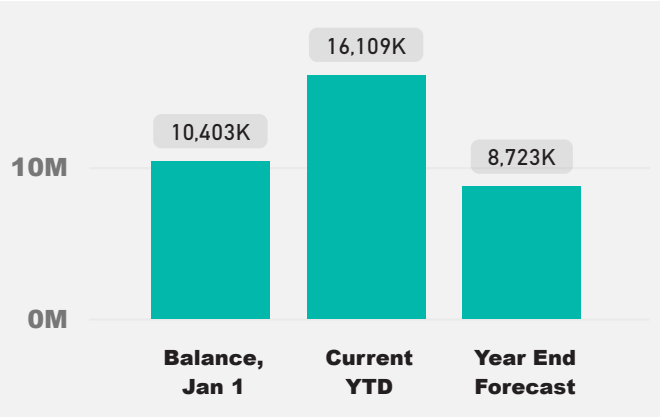
Prepared by Chae Jun CPA, CGA, MBA

Controller

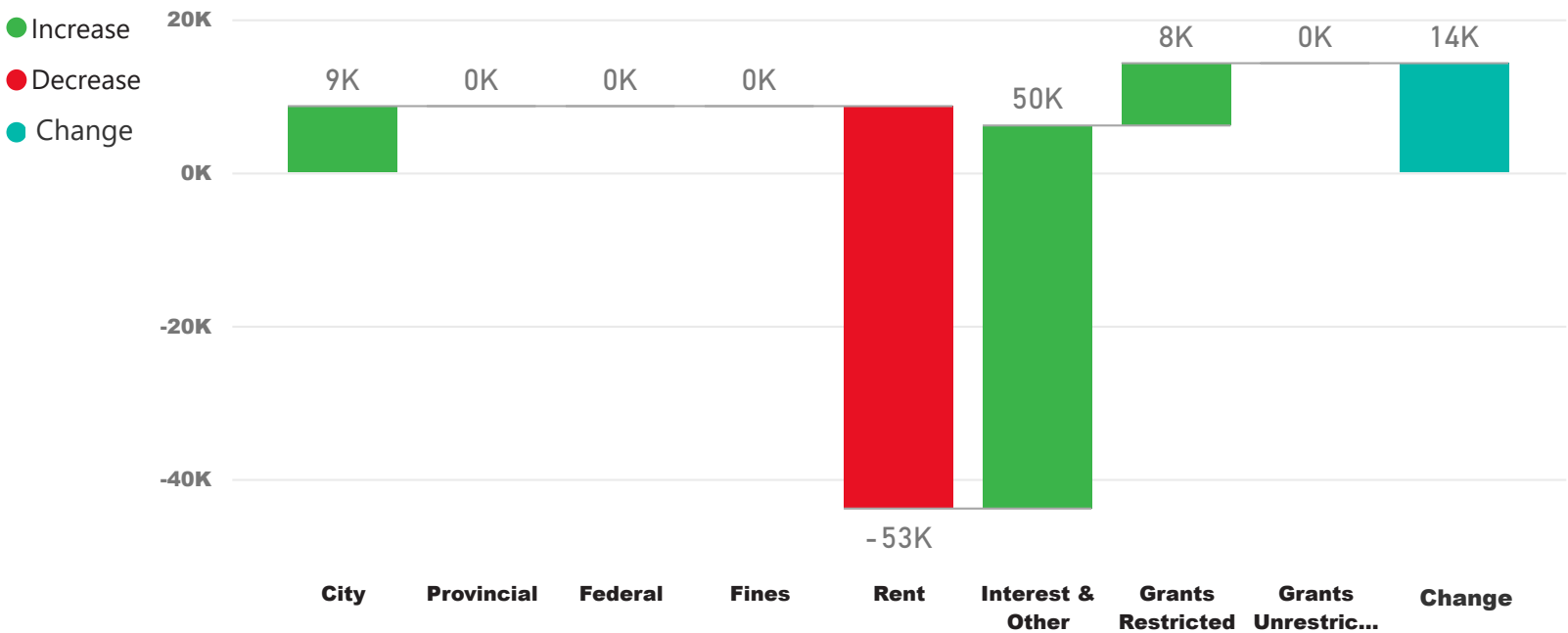
Commentary

- City and Provincial funding received YTD as budgeted.
- Rent decreased due to Luke's exterior restaurant remaining closed.
- Interest and Other Revenue increase is due to BIPOC internship program, increased interest rates and Genesis Centre shared reserve.
- Restricted Grant increase is due to additional funding.

Cash Position Forecast, as of Jun 30, 2022



Revenue Year End Forecast, as of Jun 30, 2022



Board-Approved Budget Revenues
64,412K

Forecasted Revenues
64,426K

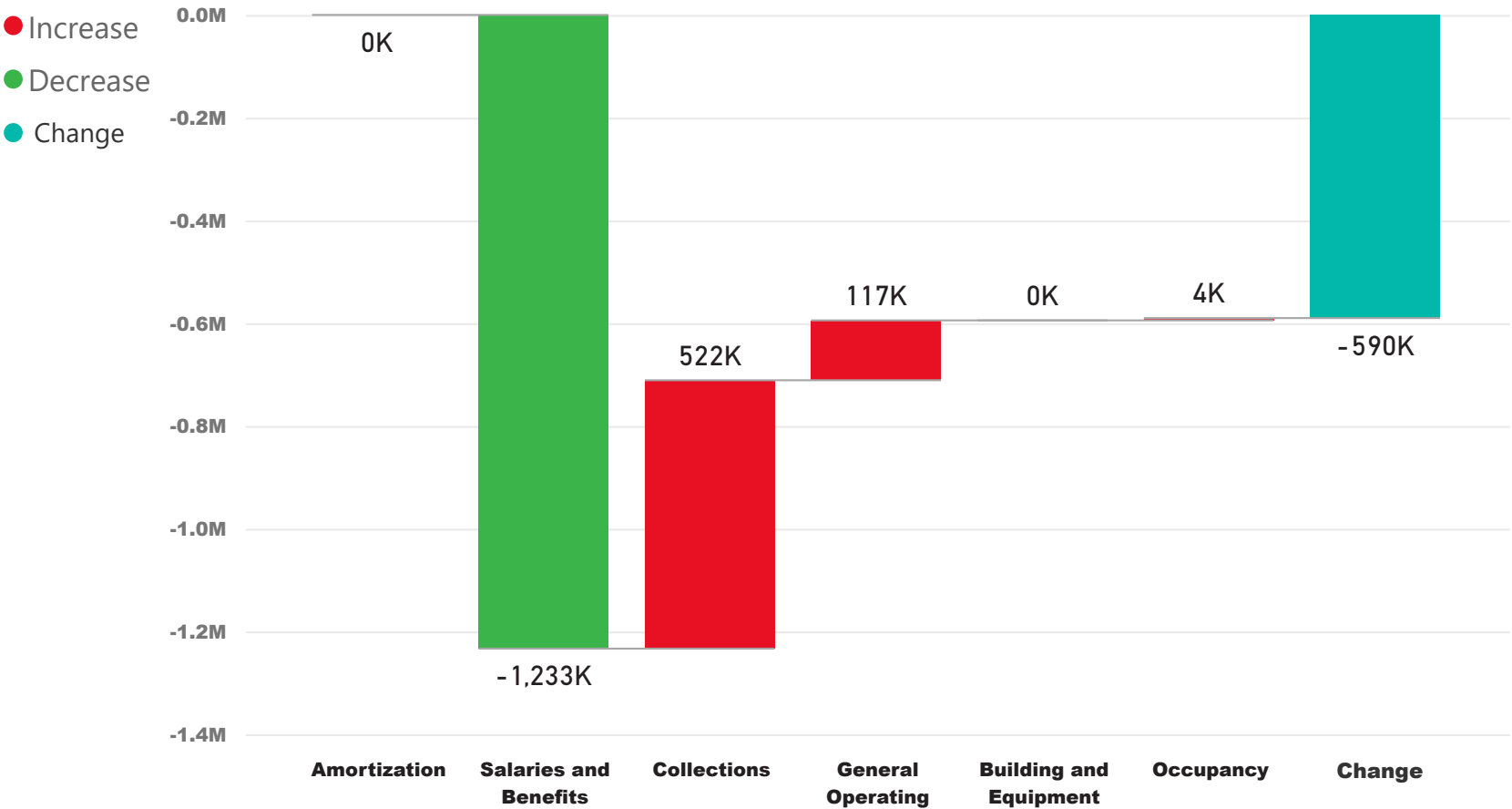
Commentary

- Salaries and Benefits spending is now back to pre-pandemic levels.

Actions

- YTD savings of \$1.2M Salaries and Benefits has been re-allocated to \$500K Collections, \$115K EDI consultant, and \$532K for new shelving at Saddletowne Library (reflected in Lifecycle Surplus Forecast on pg. 3)

Expense Year End Forecast, as of Jun 30, 2022



Board-Approved Budget Expenses
71,050K

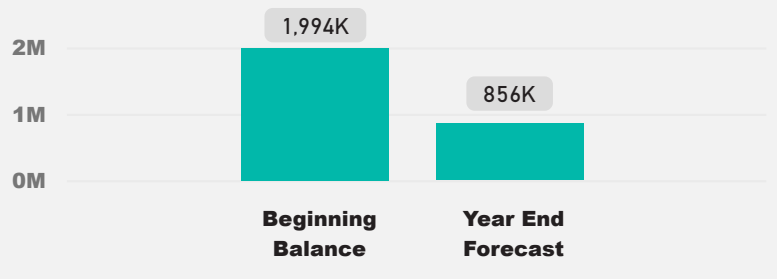
Forecasted Expenses
70,460K

Lifecycle Funding Commentary

- Carry forward funds include \$2.1M of The City lifecycle funding and \$0.7M asset management funds from PYs.

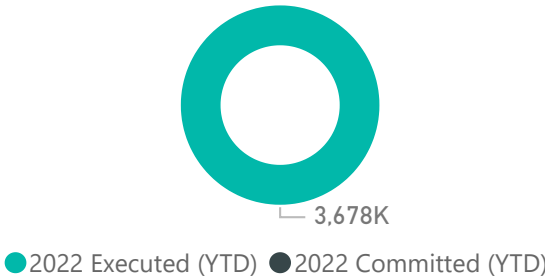
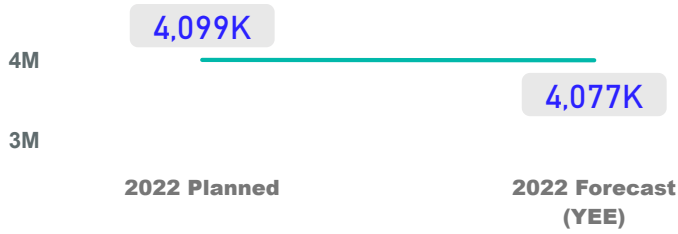
- Current year funds include \$3.1M of The City lifecycle funding, \$0.2M asset management from the operating funds, and \$0.4M from the Foundation for Signal Hill outdoor ELC and \$0.5M from the Operating surplus for Saddletowne Shelving.

Lifecycle Surplus Forecast, as of Jun 30, 2022

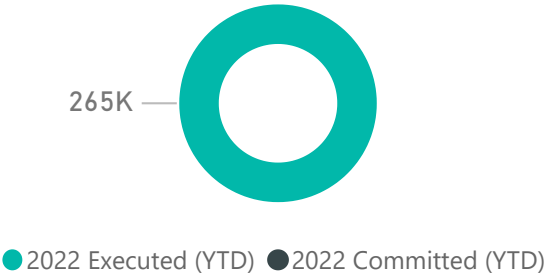
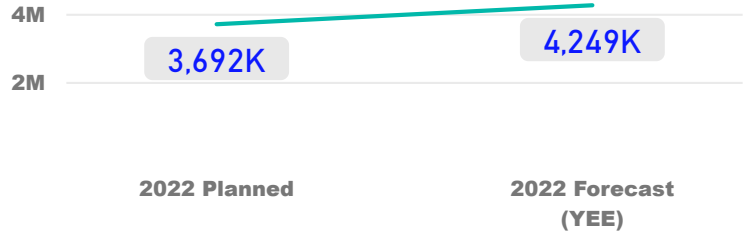


Funding Source

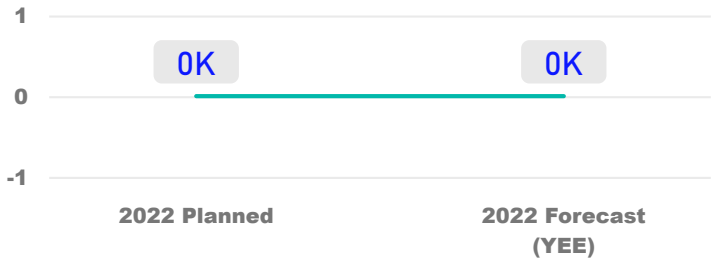
Carry Forward



Current Year Funds



Growth Projects Funds



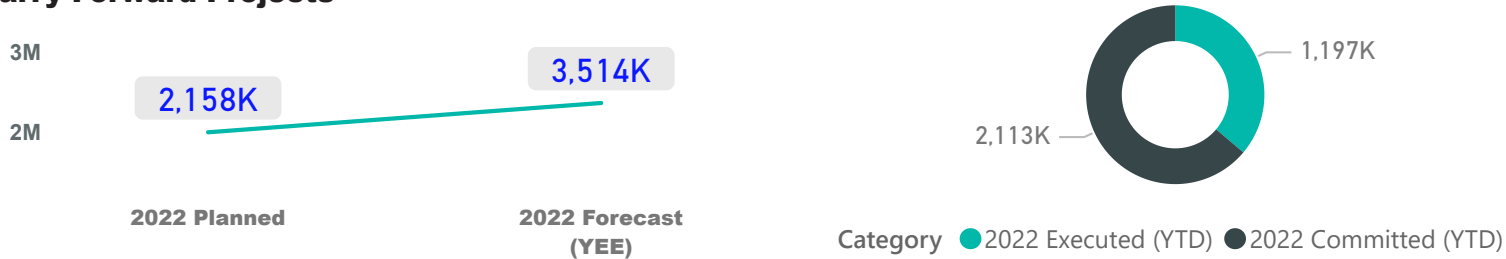
● 2022 Executed (YTD) ● 2022 Committed (YTD)

Lifecycle Spending Commentary

- Carry forward projects include: Saddletowne, Shawnessy, and Signal Hill outdoor ELC.
- Carry forward increase is due to an adjustment to the project scope for Shawnessy and Saddletowne.
- Building projects include Fish Creek, and Bowness.
- Building forecast increase is due to an adjustment to the project scope for Fish Creek.
- Current year F&E purchases will be funded through Operating.
- Vehicle purchase is delayed due to supply chain disruption.

Spending Profile -1-

Carry Forward Projects



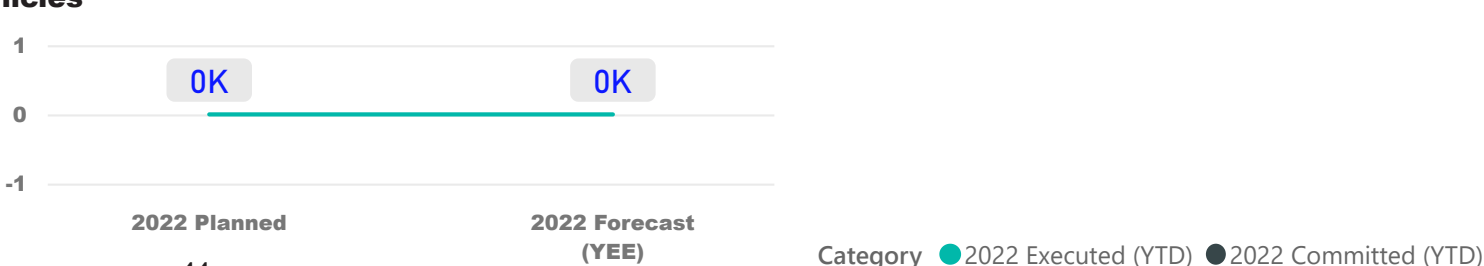
Building



Furniture



Vehicles

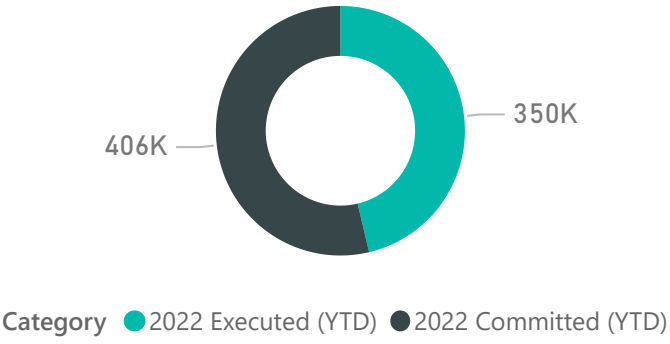
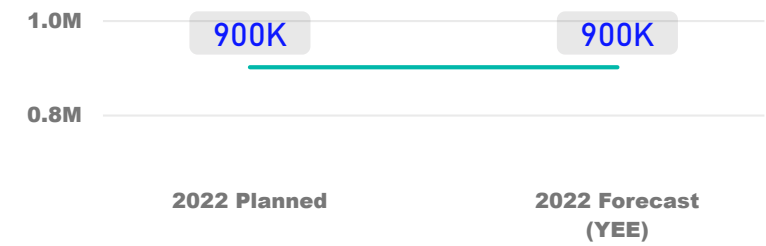


Commentary:

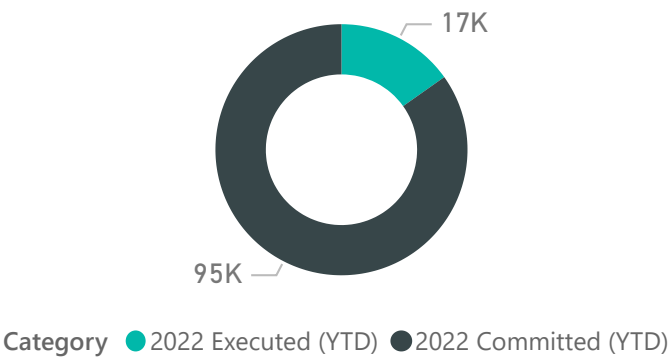
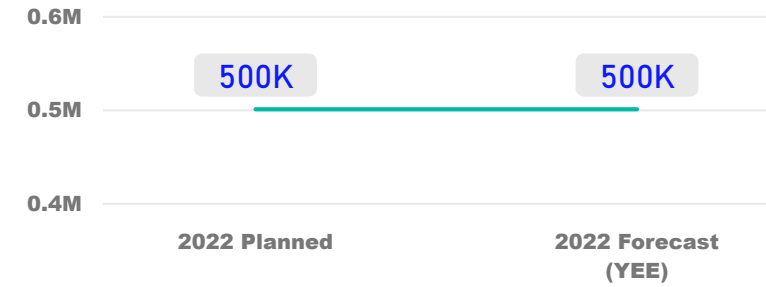
- IT projects include: Network/End-User Equipment.

Spending Profile -2-

Technology



Demand Maintenance - Small Projects



- There are no growth projects planned in 2022.

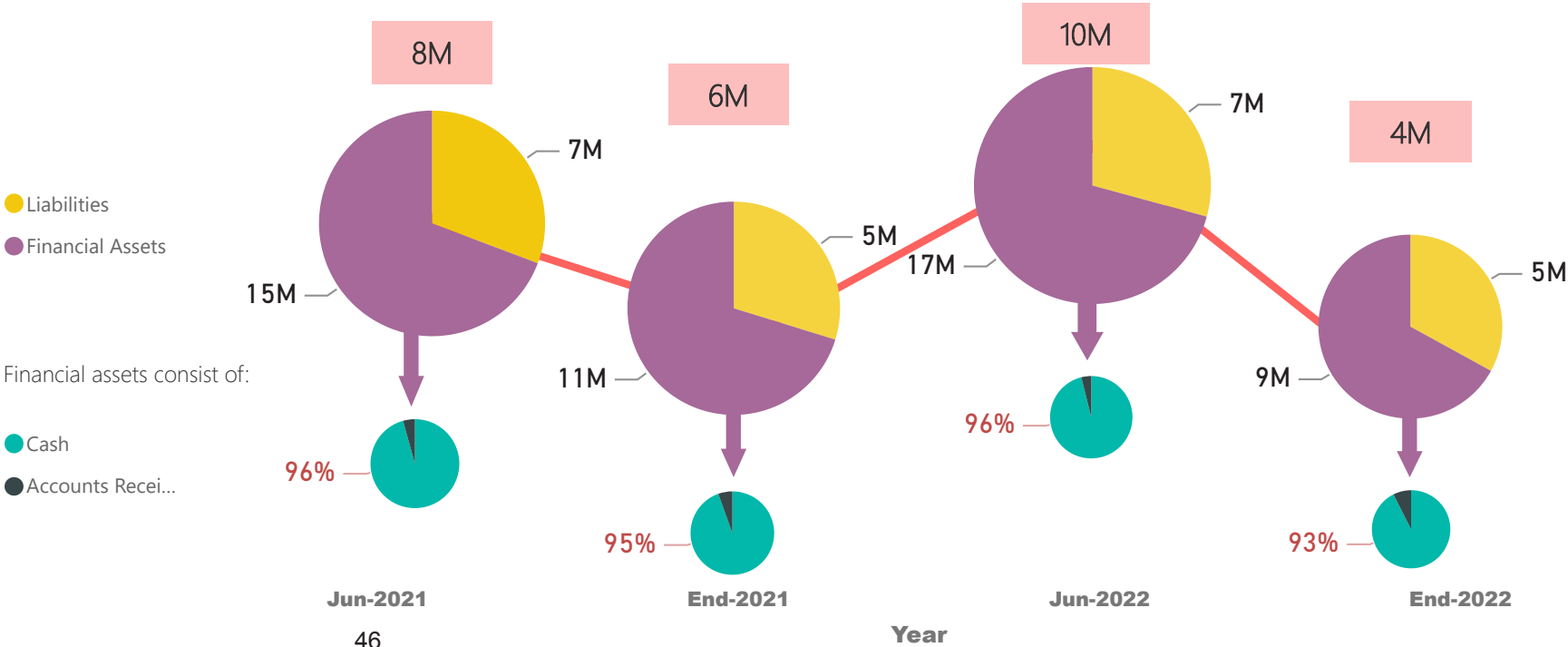
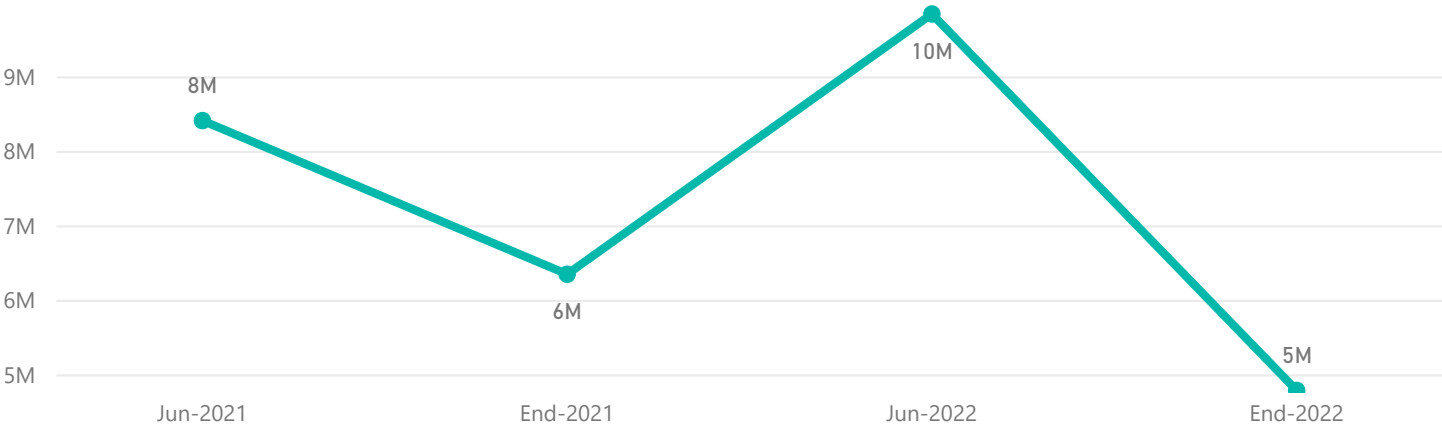
Growth Projects

Commentary

- Year-end forecasted Net Financial Assets is \$4.8M, as of Jun 30, 2022.

Statement of Financial Position with YEE, as of Jun 30, 2022

Net Financial Assets



Commentary

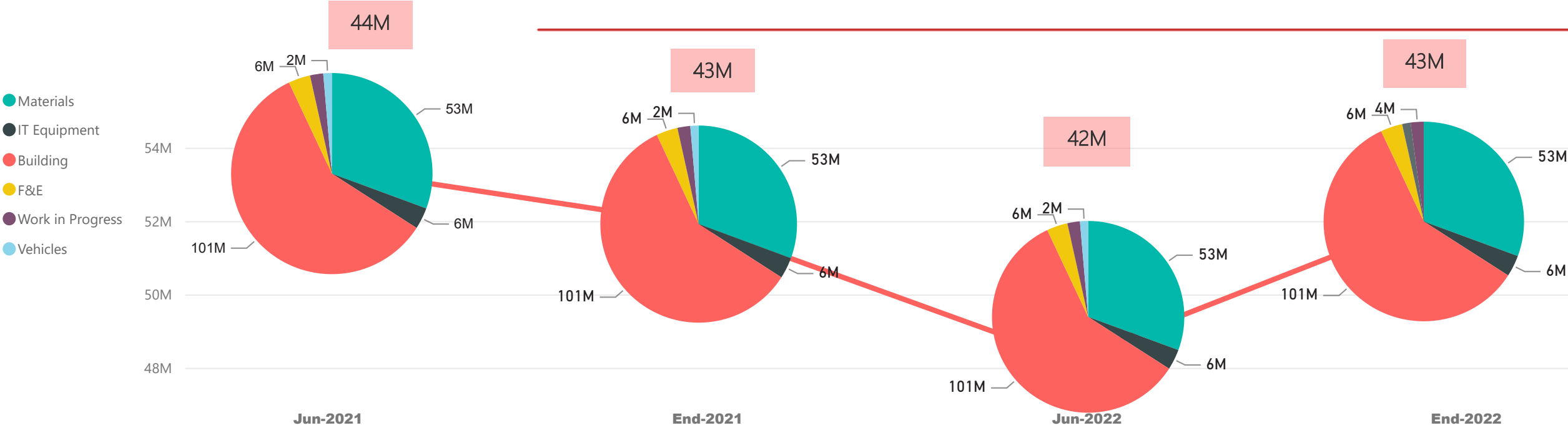
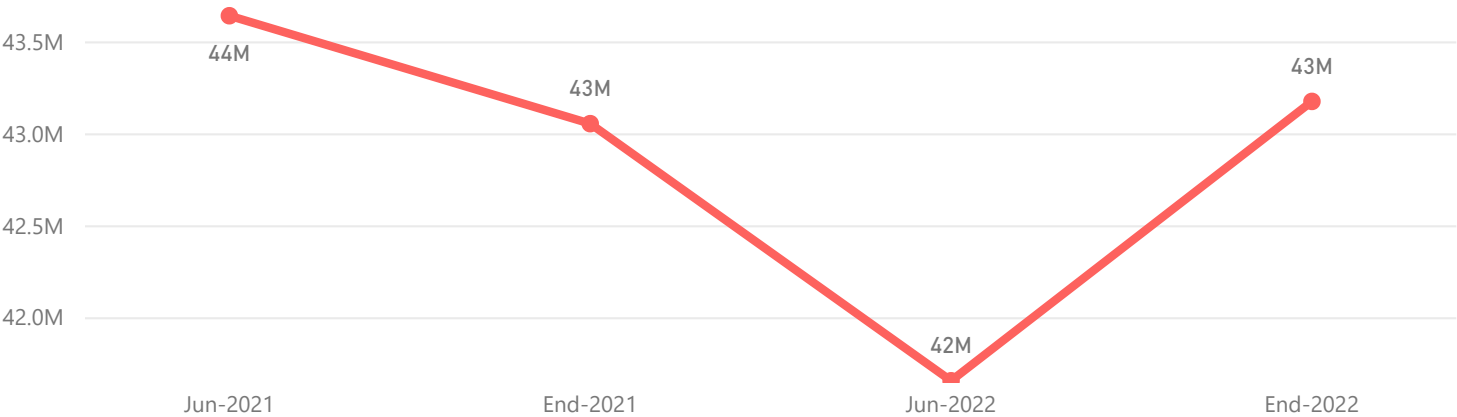
- Tangible Capital Assets increase is due to three large renovation projects in 2022 (Saddletowne, Shawnessy, and Fish Creek).

Actions

- 2022 additions:
- Books: \$1.6M
 - Buildings: \$3.4M

Statement of Financial Position with YEE, as of Jun 30, 2022

Tangible Capital Assets

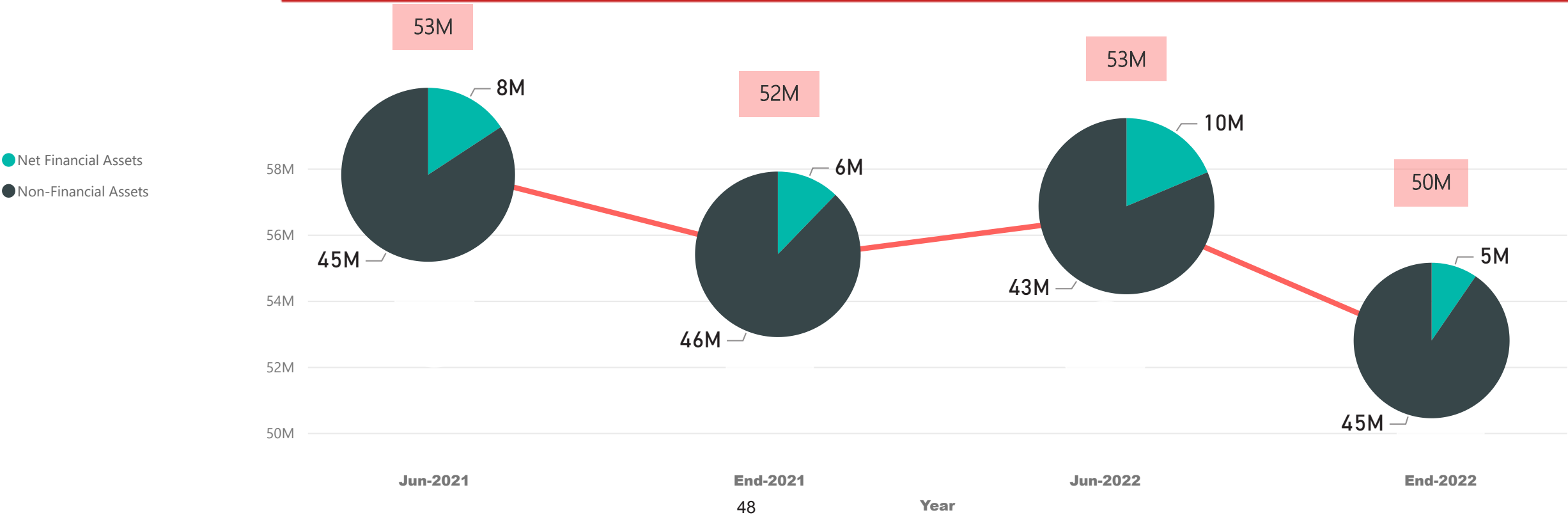
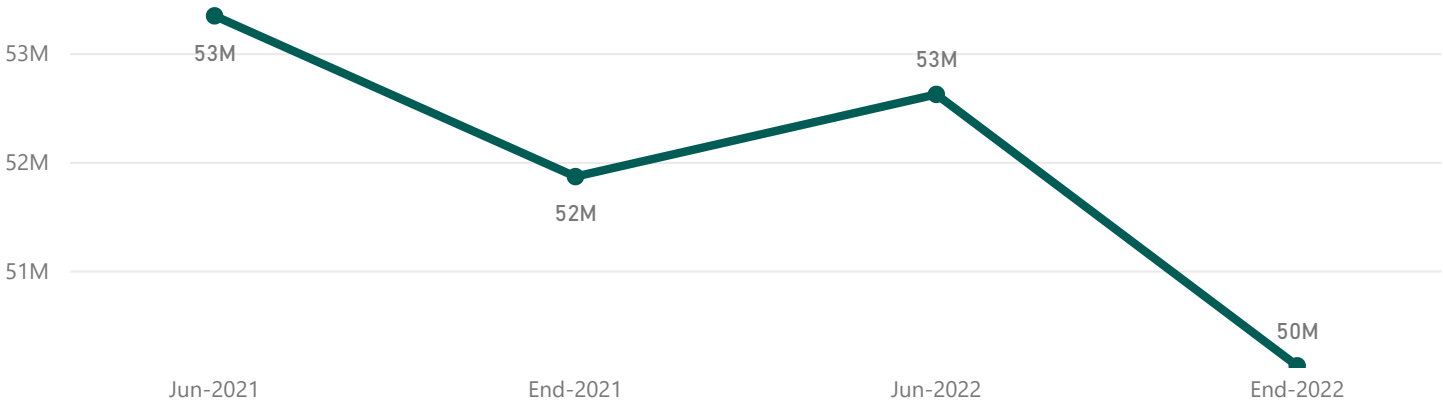


Commentary

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

Statement of Financial Position with YEE, as of Jun 30, 2022

Accumulated Surplus



THE CALGARY PUBLIC LIBRARY BOARD
Management Report - Statement of Financial Position
As at

	30-Jun-22	30-Jun-21	31-Dec-21
FINANCIAL ASSETS			
Cash	16,109,070	14,463,979	10,403,409
Accounts receivable	652,624	652,520	601,120
	16,761,694	15,116,499	11,004,529
LIABILITIES			
Accounts payable and accrued liabilities	3,141,084	2,935,609	4,280,249
Deferred revenues	3,782,704	3,774,017	380,130
	6,923,788	6,709,626	4,660,379
NET FINANCIAL ASSETS	9,837,906	8,406,873	6,344,150
NON-FINANANCIAL ASSETS			
Tangible capital assets	41,654,453	43,639,323	43,052,485
Inventory	40,507	53,518	53,645
Prepaid assets	1,087,627	1,243,349	2,414,020
	42,782,587	44,936,190	45,520,150
ACCUMULATED SURPLUS	52,620,493	53,343,063	51,864,300

DRAFT

THE CALGARY PUBLIC LIBRARY BOARD
Management Report - Operating Activities
For the Period Ended June 30, 2022

	Current YTD \$	Budget YTD \$	Budget Variance YTD \$	Total BUDGET \$	Total Forecast \$	Forecast Increase/ (Decrease) vs Total Budget \$	Total Forecasted vs Current YTD \$	Comments (Favorable: F / Unfavorable: U)
REVENUES								
5 City of Calgary	26,947,523	26,938,858	8,665	53,877,720	53,886,383	8,663	(26,938,860)	
9 Province of Alberta	3,427,599	3,427,599	-	6,864,917	6,864,917	-	(3,437,317)	
14 Rent revenue	78,000	78,000	-	208,530	156,000	(52,530)	(78,000)	U - Luke's exterior restaurant remains closed
19 Interest and other revenue	446,291	360,021	86,270	733,087	783,087	50,000	(336,796)	F - BIPOC internship program; Increased interest rate; Genesis Centre shared reserve
22 Grants and sponsorships - restricted	1,363,500	1,363,908	(407)	2,727,816	2,735,949	8,133	(1,372,448)	U - Timing of recognizing prior year deferrals.
23 Total revenues	32,262,914	32,168,386	94,528	64,412,069	64,426,335	14,266	(32,163,422)	F
EXPENSES								
29 Salaries and employee benefits	17,857,314	18,976,965	1,119,651	40,341,558	39,108,183	(1,233,375)	21,250,869	F - The majority of the favourable variance in Q2 is primarily due to reduced on-call staffing and vacant positions.
32 Collections	4,044,553	3,758,526	(286,027)	6,683,171	7,205,519	522,348	3,160,967	U - The unfavourable variance is due to Q1 surplus reallocation.
48 General operating	4,981,609	5,671,982	690,374	10,346,572	10,463,080	116,509	5,481,471	F - The budget variance mainly includes IT, MarCom, and Programming.
54 Building and equipment	2,362,441	2,692,947	330,506	5,755,434	5,755,434	-	3,392,994	F - The favorable variance will be reallocated to Fish Creek capital
74 Occupancy Costs	849,784	871,298	21,515	1,788,615	1,793,063	4,448	943,279	F - Reduced common area costs.
75 Amortization	3,094,680	3,067,350	(27,330)	6,134,699	6,134,699	-	3,040,019	U - The unfavorable variance is due to additional assets added.
76 Total expenses	33,190,380	35,039,068	1,848,688	71,050,048	70,459,977	(590,070)	37,269,598	F
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(927,466)	(2,870,682)	1,943,216	(6,637,979)	(6,033,642)	604,336	(5,106,176)	
Transfer between lifecycle and operating	575,575	575,575	-	1,288,764	731,394	(557,370)	155,820	
Transfer from prior year surplus	-	1,055,157	(1,055,157)	1,055,157	1,055,157	-	1,055,157	
Unrestricted reserve from prior years	3,818,264	2,763,107	1,055,157	2,763,107	2,763,107	-	(1,055,157)	
Operating reserve	3,000,000	3,000,000	-	3,000,000	3,000,000	-	-	
Transfer to asset management life cycle	(225,000)	(225,000)	-	(225,000)	(225,000)	-	-	
Transfer to books capital	(702,859)	(815,500)	112,641	(1,615,600)	(1,635,600)	(20,000)	(932,741)	
Add back amortization	3,094,680	3,067,350	27,330	6,134,699	6,134,699	-	3,040,019	
EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	8,633,194	6,550,006	2,083,187	5,763,148	5,790,114	26,966	2,843,079	
Less unrestricted reserve from prior years	(3,818,264)	(2,763,107)	(1,055,157)	(2,763,107)	(2,763,107)	-	1,055,157	
Less operating reserve	(3,000,000)	(3,000,000)	-	(3,000,000)	(3,000,000)	-	-	
EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	1,814,930	786,899	1,028,030	41	27,007	26,966	3,898,236	
Government transfers for capital	1,683,661	1,683,661	-	4,293,000	4,293,000	-	2,609,339	
Amortization	(3,094,680)	(3,067,350)	(27,330)	(6,134,699)	(6,134,699)	-	(3,040,019)	
Purchase of books capital	702,859	815,500	(112,641)	1,615,600	1,635,600	20,000	932,741	
Add back transfer to asset management life cycle	225,000	225,000	-	225,000	225,000	-	-	
Transfer between lifecycle and operating	(575,575)	(575,575)	-	(1,288,764)	(731,394)	557,370	(155,820)	
Less transfer from prior year surplus	-	(1,055,157)	1,055,157	(1,055,157)	(1,055,157)	-	(1,055,157)	
Write off of tangible capital assets	-	-	-	-	-	-	-	
Change in Accumulated Surplus	756,195	(1,187,021)	1,943,216	(2,344,979)	(1,740,643)	604,336	3,189,321 (984,447)	
Accumulated Surplus, beginning of year	51,864,300	52,109,792	(245,492)	52,109,792	51,864,300	(245,492)		
Accumulated Surplus, end of year	52,620,495	50,922,772	1,697,724	49,764,813	50,123,657	358,844		

Lifecycle Funding and Spending Profile	Projects	Description	2022 Planned	2022 Forecast (YEE)	2022 Executed (YTD)	2022 Committed (YTD)	2022 Total (YTD)
As at June 30, 2022							
Funding Source			('000)				
		Carry Forward Funds	4,099	4,077	3,678	-	3,678
		Current Year Funds	3,692	4,249	265	-	265
Total Funding Available			7,791	8,326	3,943	-	3,943
Spending Profile							
	Carry Forward Projects	2021 Carry Forward Projects	2,158	3,514	1,197	2,113	3,310
	New Projects	Building - Lifecycle	1,100	2,556	5	11	16
		Demand Maintenance	500	500	17	95	112
		Technology	900	900	350	406	756
Total Spending Profile			4,658	7,470	1,569	2,625	4,194
Total Funds Available			3,133	856	2,374		4,132

Operating Reserve Fund	Projects	Description	2021 Carry Forward	2022 Planned	2022 Executed (YTD)	2022 Committed (YTD)	2022 Total
As at June 30							
Funding Source			('000)				
		Carry Forward Funds	3,000	-	-	-	3,000
		Current Year Funds	-	-	-	-	-
Total Funds Available			3,000	-	-	-	3,000
Spending Profile							
	Carry Forward Projects	2021 Carry Forward Projects	-	-	-	-	-
	New Projects	2022 Projects	-	-	-	-	-
Total Spending Profile			-	-	-	-	-
Total Funds Available			3,000	-	-	-	3,000

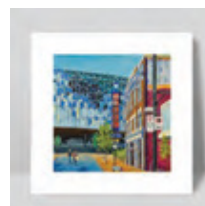
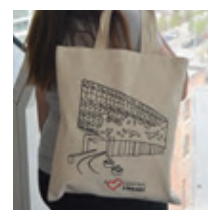
CALGARY PUBLIC LIBRARY FOUNDATION UPDATE

SEPTEMBER 2022



HIGHLIGHTS

- We launched [Pathway to Play](#), a fundraising campaign in support of the **Signal Hill Outdoor Early Learning Centre**.
 - › September marks the start of Lowes' (Signal Hill location) Heroes Fundraising campaign in support of the Signal Hill Outdoor Early Learning Centre.
- This summer, we secured **two new legacy gift commitments** and welcomed them to the newly-created Epilogue Society.
- Several donors have expressed interest in **establishing endowed funds** to support enhanced Library programming in perpetuity. The Foundation is developing a policy to launch a formal endowment fund.
- On September 13, we held our first cultivation tour for mid-level donors and new mid-level prospects since the start of the pandemic. Hosted at the Operations Centre, this exclusive tour offered a **behind-the-scenes** look at the Collections department. Similar behind-the-scenes tour offers will take place throughout the fall.
- In August, we ran our first **in-person Locked Library** since February 2020.
- [LibraryStore.ca](#) will focus on showcasing new products from local vendors in the final quarter of the year. We are also introducing a **corporate-purchasing plan** for the holiday season to support more bulk purchases. To learn more, contact courtney@libraryfoundation.ca
- Staff attended the **International Public Library Fundraising Conference**.
 - › We presented three case studies from our work that continue to pay dividends to our donors, the Library, and our Foundation team. We have had conversations with several large American library systems since the conference, sharing additional information about our projects and serving as leaders in the Library Fundraising space.
- Angie Kuemper joined the Foundation in August as our incoming **Director of Finance & Operations**. Joan Inwood is retiring in October 2022.
- Jim Campbell, formerly the Executive Director of Calgary Philharmonic Orchestra and a previous member of the Foundation's Council of Champions, joined the Foundation on a part-time contract as a **Donor Relations Advisor** in September.



CALGARY PUBLIC LIBRARY FOUNDATION UPDATE

SEPTEMBER 2022



UPCOMING

- Our September direct mail is in mailboxes now. This appeal features adding books to the Library's collection and supporting equitable access to these resources.
- Upcoming Events
 - › **November 25** – Library After Dark Event (details to come)
 - › **November 29** – Fundraising Breakfast on Giving Tuesday

"Thank you very much for the update. It's wonderful that our library is sincerely trying to help so many deserving people and in doing so, helps to make life that much better for so many. Please keep up the great work. You can all be very proud of what you have accomplished and what you are continuing to accomplish. I am very proud of all of you because you're the ones that cared enough to make this wonderful and enlightening public service actually succeed." — Doug, Library Donor