

CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, June 22, 2022  
Online via Microsoft Teams



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**10. Strategy and Community Committee**

- A. **MOTION** Report of the April 13, 2022 Meeting  
*Crystal Manyfingers, Committee Chair* 84  
*Information*
- B. **MOTION** Report of the May 11, 2022 Meeting  
*Crystal Manyfingers, Committee Chair* 88  
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- C. **MOTION** Report of the June 8, 2022 Meeting  
*Crystal Manyfingers, Committee Chair* 92  
*Information*
- D. **MOTION** Strategic Plan Development  
*Crystal Manyfingers, Committee Chair* 96  
*Approval*

**11. Audit and Finance Committee**

- A. **MOTION** Report of the April 26, 2022 Meeting  
*Evan Legate, Committee Chair* 99  
*Information*
- B. **MOTION** Q1 2022 Risk Register Review  
*Evan Legate, Committee Chair* 103  
*Information*
- C. **MOTION** Q1 2022 Controller's Report and Financial Review  
*Evan Legate, Committee Chair* 117  
*Information*

**12. Calgary Public Library Foundation Update**

- Sandy Gill, Library Board Representative* Verbal
- A. Calgary Public Library Foundation Update  
*Tracy Johnson, CEO Calgary Public Library Foundation* 131  
*Information*

**13. Other Business**

**14. 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)

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

**Calgary Public Library Board  
Committee Composition Update  
May 25, 2022**

**Background**

Standing Committee and ad hoc Committee memberships have been updated effective April 13, 2022 to accommodate the mid-term resignation of two (2) Board members, an approved leave of absence for one (1) Board member, and a mid-term appointment of one (1) Board member.

**Composition**

<b>Audit and Finance</b>	<b>Governance</b>	<b>Strategy and Community</b>	<b>Ad hoc Recruitment</b>
Evan Legate (Chair) Sandy Gill (ex officio) Andrew Rodych Sheeba Vijayan	Andrew Rodych (Chair) Sandy Gill (ex officio) Al-Karim Khimji Crystal Manyfingers	Crystal Manyfingers (Chair) Sandy Gill (ex officio) Al-Karim Khimji Evan Legate Sheeba Vijayan	Evan Legate Crystal Manyfingers Andrew Rodych

## **CEO Report June 2022**

Calgary Public Library is embracing the possibilities and renewal of springtime as we return to pre-pandemic service models with more and more Calgarians returning to locations and in-person programs.

Spring program registration launched on April 19 with more than 204 programs and events for every interest and age. Over 1,600 classes were offered across the city with the return of popular in-person programs like Baby Rhyme Time, 1-2-3: Count with Me, Coding Buddies, Math Quest, Career Coaching, English Conversation Club, Job Desk and much more. Seasonal and one-off programs included Bat Basics, Birds of Prey, Calgary's Best Bike Rides, Explore Alberta: Popular Day Hikes, Open Minded Chats: Music and its Role in Mental Health and Illness just to name a few.

Visits are increasing steadily across the system, and from January to May were at roughly 56% of pre-pandemic levels and growing, but when we remove the 2019 bump in visits to the newly opened Central and Seton libraries, our rate of visits today is actually higher than 64% of pre-pandemic levels"

New memberships grew to 75% of pre-pandemic levels by May and data points to more young families returning to locations across the city. More than half of locations had new membership acquisition levels at 75% or greater.

As we prepare for summer at locations across the City, locations are reporting increased visits and eager program participants. Registration for Ultimate Summer Challenge opened on June 1 and the initial response from patrons has been overwhelmingly positive. We have been seeing strong participation from children, teens, and families.

Summer program registration opened on June 7 with 184 programs and more than 2,300 classes already slated for July and August. We expect more partnered events and programs to be added throughout the summer based on community demand and new opportunities.

Development of the Library's 2023-2026 Strategic Plan is ongoing with the Strategy and Community Committee providing the Board a draft for finalization at the June Board Meeting.

The Library is also participating in an important benchmarking project led by the Urban Libraries Council (ULC). ULC has invited 20 libraries across North America to input data into new Edge 360 Benchmark Assessment tools for Anti-Racism and Digital Equity to:

- Support library measurement and accountability
- Define best practices for how libraries and library leaders can progress in important internal work in support of anti-racism

- Bolster library activity around digital equity for library leaders, staff, and public-focused programs and services

Following data input, participants will debrief on the assessments and take part in peer-to-peer review forums. This initiative will make benchmarking tools available to all ULC members and will expand focus areas to include Economic Opportunity and Education.

## **Government Relations**

Tours with councillors continue with ongoing conversations around inner-city location revitalization and the need for more libraries to support our growing population. Based on national benchmarking with other municipalities, we know that Calgary is facing a public library space deficit of 170,000 square feet by 2039. The Library is working to understand current and developing community needs related to public library space and expect to share more detailed reporting over the summer. For example, Sage Hill, a small location created as a temporary solution while awaiting the completion of Symons Valley, struggles to meet the surrounding community demand from such a small space and the opening of the permanent facility remains unknown.

The Library is also working with Edmonton Public Library to understand the pressures of population growth on library services in Alberta's largest cities. Calgary's population has increased 7.3% since 2016 and is tracking to exceed 1.5M by 2030. In Edmonton, the population has increased 9.3% in those years and is expected to exceed 1.2M by 2030. These significant changes in population require evaluation to understand future capital and operating resources.

The Library was proud to host Mayor Gondek at Central on May 7 to speak at the Celebration of Community Inclusiveness and Resilience. Over 200 people attended this event that was hosted in partnership with Canadian Women for Women of Afghanistan, YW Calgary, Black Inclusion Association, Enbridge, and Trellis.

At Central Library on June 10, the Province launched the Newcomer Recognition Awards to celebrate the outstanding accomplishments of immigrants in this province. Muhammad Yaseen, Associate Minister of Immigration and Multiculturalism, was on hand for the announcement and Heather Robertson, Director, Service Design and Innovation provided remarks on the importance of celebrating the contributions of newcomers in our communities.

## **System Developments**

In April, several changes to department and reporting structures took place to better position the Library for the future. These changes touched many areas of public service, including collections, online programming, events and program partnership management, and volunteer resources. Shifts in programming portfolios also supported the Library's ability to return to typical service models while maintaining virtual programs and events for accessibility. The Library is also



preparing for a busy summer with a push for volunteer registration, summer programming, and many events and activations at Central and Memorial Park to support downtown revitalization.

Following community consultation and development, the new Signal Hill Outdoor Early Learning Centre (ELC) is taking shape. The Library Foundation shared the plans on May 28 at a private supporter event, after which the renderings were displayed at Signal Hill. This will be the Library's second outdoor ELC – in addition to Forest Lawn – and provide more than 11,800 square feet of outdoor learning space.



*Signal Hill Outdoor ELC renderings by ground cubed landscape architects.*

On May 26, Nose Hill welcomed donors and Foundation representatives to honour George Stalinski through the renaming of one of our meeting rooms. Guests enjoyed moving speeches on the importance of the Library, and staff felt very honoured to be a part of the event. The George Stalinski meeting room is now available to the public for booking.

The Library made some changes to our public room booking model to respond to community requests for individual bookings for quiet study space and privacy for video calls and interviews. Program rooms remain available for group bookings and we are seeing an increase in bookings in these spaces.

Collections continues to respond to shifts in the industry and evaluate changes to resources and materials. Due to the decline in print magazines, Seton and Shawnessy are participating in a trial to standardize the set of physical magazines at community locations and direct patrons to wider range of digital options.

Renovations have begun at Shawnessy for lifecycle updates that include new carpeting and fresh paint. Staff have done a great job of shifting collections, updating signage, and supporting patrons through these changes. We expect the updates to be complete by mid-September.

## **Operational Highlights**

The Ultimate Summer Challenge (USC) launched on June 1 and is already off to a great start. After two weeks, 2132 adults, 828 teens, 3489 kids (ages 6-12), and 965 families with kids 0-5 have registered. Staff are excited to be able to participate in the adult challenge which is increasing excitement and encouraging camaraderie as each location or Central department tries

to read enough to win a staff ice cream party. The locations are decked out in the Superhero theme, USC videos have launched on social media, and staff dressed as Spiderman and Batgirl are facilitating virtual school events live through Teams. We have reached 250 classes (approximately 6122 kids) in their classrooms to get them excited for the summer.



All locations have been energized by the return of in-person programs and expansion of community outreach services. Staff across the system commented on the increase of visits and the new faces enjoying programming. Springtime also marked the re-introduction of play materials into children's areas. The Library has also introduced new cleaning procedures for small toys and will be looking at new toys that are easier to clean.

Locations near high schools continue to see large numbers of teens throughout the week and are finding creative ways to curate more space for them and engage them in services and programs. At Forest Lawn, staff can see up to 100 teens at a time and began using their basement program room as a "pop-up teen space" at lunch with games, extra seating, and other activities. At Judith Umbach, a section of the library has been designated for teen programming at peak times.

Level Up! Gaming Club is a new program that lets teens relax and socialize with videogames and a wide selection of tabletop games, including competitive and cooperative choices. The program is running at seven locations in May - June: Central, Crowfoot, Forest Lawn, Judith Umbach, Saddletowne, Seton and Village Square. Locations are already seeing impressive drop-in numbers.

Community demand for in-person Library events and third-party bookings has been substantial since relaunching. The new Events and Partnerships Team has been managing requests for Central and Memorial Park and has received hundreds of booking requests since opening up on April 4.

Memorial Park Library has been a busy site for events in recent months. In May, the book launch for *Siksikaitstapi - Stories of the Blackfoot* program in the Alexander Calhoun Salon was their first large-scale program at Memorial Park in two years. Sixty people attended and enjoyed a



traditional flute performance followed by a presentation by the seven contributing authors with Shelf Life Books in attendance as bookseller.

On June 4, Library hosted the opening ceremonies for the National Indigenous History Month at Memorial Park Library. The mini powwow at Central Memorial Park included an opening blessing by Elder Adrian Wolfleg, Grand Entry with dancers and dignitaries, and an afternoon of dancing and singing. The event was well-attended, with 500 bowls of stew served. Several participants thanked the Library for hosting, noting how nice it was to be able to gather in-person again.



*Clockwise: Elder Adrian Wolfleg, Nakoda Nation, round dance for all, traditional dancers in regalia.*

Partner and third-party bookings continue to keep the Central Library events team busy. Since reopening in April, Central Library has hosted 46 events including conferences, performances, film screenings, writer events, and more!

Central Library has partnered with the East Village on Neighbour Day celebrations on June 18. The event will have food trucks, local music, and community involvement in painting a multi-coloured path through C-square using the existing pavers in the square as a pattern.

The return of system-wide outreach programming was also an exciting development this spring. Below are a few highlights:

- Shawnessy staff noted the impact of schoolbook deposits: “A big thank you to everyone who contributed to the Midnapore School book deposit...I dropped off 21 grey boxes of

books to a very enthusiastic vice principal. It was only a five-minute drive to the school, but it felt invigorating to do outreach again!"

- After a two-year break, Fish Creek is receiving a rush of tour requests. A local Scouts Group had their March 2020 tour cancelled and the kids were thrilled to return and sign up for memberships.
- Signal Hill was happy to resume Book Truck visits to schools after a two-year hiatus and visited Killarney School for their Grade 1-3 literacy day, reaching nearly 170 kids. The grade 3 students were excited to get back on the truck, as they were last on it when they were in grade 1.
- As part of our work to re-connect with community, the Library hosted an outreach table at the Calgary Expo from April 20 to 23 with button-making, pop up storytimes, and giveaways. The Library table was a popular spot for expo attendees, with over 400 people stopping to chat with staff.
- Nose Hill's outreach staff have been very busy with Book Truck outreach and promoting Ultimate Summer Challenge and Kindergarten Book Bags at local schools. At just one kindergarten open house, staff reported more than 100 interactions with parents eager to learn more about the Library.

The Library continues to support educators with virtual programs and services, and Central hosted two professional learning sessions for educators in May. The first session invited 50 Calgary Board of Education teachers to explore the Library's Indigenous Services and included tours as well as an opportunity to engage with Elders, placemaking art, Library resources and traditional Indigenous games. The second session for Calgary Catholic School District Learning Common Assistants and School Librarians offered a chance to learn about the Library's Collections, resources and services while exploring Central's spaces.

Shelly McElroy is the Library's new Historian in Residence and will be using her residency to explore Calgary's role in the history of Agriculture from 1900 – 1950. She will be offering 1:1 meetings, working with Library School, and creating displays on her research.



*Shelly McElroy in her office.*



*Danielle Piper in her studio.*

Indigenous Artist in Residence Danielle Piper completed her residency and opened a temporary exhibit at Central Library featuring several pieces, including a collaborative bead woven quilt that incorporates contributions from over 50 participants who attended her Library workshops.

In June, the Library welcomes Mary Hays as the new Storyteller in Residence. Hays is an accomplished storyteller and mentor. She was the 2020 Storytelling Alberta Storyteller Laureate and the co-artistic director of summer storytelling at Lougheed House Museum. She will be providing mentorship to storytellers and facilitating programs for anyone interested in oral culture and storytelling during her time at the Library.

Claudia Chagoya is the Library's 2022 Newcomer Artist in Residence. Her artistic practice explores topics related to gender violence and her socio-political background, using materials rooted in Mexican culture. She will be offering programs as well as 1:1 consultations for community members.

The Program and Volunteer Planning team is hard at work to re-engage previous volunteers and register new ones and added more than 321 new youth volunteers since early spring. Volunteer supported in-person programs are rapidly expanding across the system, including programs like Math Quest, Tech Mentors, English Conversation Group and Reading Buddies and more.

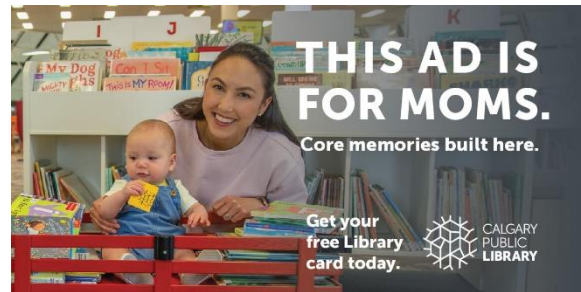
The use of our technology by our members continues to grow and we're seeing increases in printing, meeting room bookings, public access workstations and other technologies offered by the Library. The expanded use of Chromebook lockers at community locations is complete with staff reporting that the public are happy with this new service and demand is increasing accordingly.

## Strategic Initiative Highlights

The Library is launching a membership acquisition campaign this summer to increase memberships, with a goal of adding more than 80,000 new members by the end of 2022. The concept was developed internally and benefitted from recent data optimization work to help identify areas of the city where membership can increase. This has led to broad awareness promotional work across the city and specific targeting in areas near Saddletowne, Seton, Country Hills, and Signal Hill. The campaign includes traditional advertising and Calgarians will see our ads on transit, billboards, social media, and more!







In January, the Library launched a new Wi-Fi Lending pilot to provide 25 Chromebooks from the Borrow a Computer services, with a hi-speed hotspot to the community. The devices have been fully utilized with more than 80 members on the wait list. Telus provided usage data for the Wi-Fi devices that showed a wide data range over the four months of the pilot and that the team is reviewing to determine possible changes to the pilot and / or expansion. One member who had borrowed a device sent us this feedback:

“Works great, super simple to set-up, I’ve had it drop zero service, has had reliable frequency output so I’ve had no work drop. Have tested it with multiple zoom/Skype meetings and have never had stuttering or call dropping. Even am having decent luck working from the basement area with it... If there ever was a person on this planet that could benefit from using this Wi-Fi device it’s definitely me, as I’m trying to hold a whole bunch of affairs and accounts together with little to no support.”

The Library hosted [LitCon](#) from May 5 to 7 in partnership with the Alexandra Writers’ Centre Society. The virtual literary festival for kids and teens connected students and classrooms in the Calgary area with free sessions, speaker events and more to celebrate the literary arts. [Marty Chan](#) and CL Polk provided the keynote addresses for Grades 4 to 6 and Grades 7 to 12 respectively. Other sessions were provided by local writers, artists, and organizations like WordFest, CBC, and the University of Calgary. Sessions covered a range of topics like community reporting, writing for video games and comics, and what a writing career looks like. In total, 626 classes attended twelve live school events on the Thursday and Friday –approximately 16,000 individual attendees – and 244 kids and teens engaged in twenty-four different writing workshops on Saturday.

Six locations include Questionariums, school-age spaces that prompt engagement and learning. Half of these were built during pandemic closures and a new project team is working on opportunities to activate them. The team recently participated in an empathy-building session at TELUS Spark. They observed children in the space, spoke with TELUS Spark staff about their approach, and did some ideation about activating the Library spaces in new ways.

A new Create Space installation at Central is helping visitors tap into their emotions and consider ways to support their mental wellness. The space includes intrigue stations, a walking labyrinth and mini meditation stations.



To celebrate National Poetry Month in April, 15 locations inserted small handbills featuring poetry into paperback novels. This initiative was designed to introduce members to poetry and new writers while adding an element of surprise and delight to their browsing and lending experiences. The handbills acknowledged National Poetry Month and directed users to an online booklist of staff-recommended poetry titles.

A Librarian shared, “one of our staff gave copies of all nine poems to a patron who read them to their special needs clients this morning. Sounds like it really made their day.”

On June 1, a group including Elders from the Pitquhirnikkut Ilihautiniq / Kitikmeot Heritage Society in Cambridge Bay, Nunavut, visited Central Library. They met with Indigenous Services and Service Design staff to learn about the Indigenous Languages Resource Centre and Elders Guidance Circle to support their planning for a new cultural centre in their community. The new cultural centre will expand space in the community for language and cultural activities and provide workspace for Elders to pass on their knowledge. The traditional language of the area is Inuinnaqtun, which is considered an endangered language, so they were interested in how Calgary Public Library supports the sharing and learning of traditional languages.

The Library is proud to host a wide range of programming for [National Indigenous History Month](#) throughout the month of June. Events included a mini powwow at the opening ceremonies on June 4 at Memorial Park Library, Indigenous Storytimes throughout the month, film screenings, book displays, and special programming at Central Library on June 21 to recognize National Indigenous Peoples Day in partnership with the Canada's Sports Hall of Fame to celebrate Indigenous Sports Heroes.

The Library also worked with Historica Canada to promote the national launch of the new Heritage Minute celebrating Tom Longboat, an Onondaga long-distance runner, who became one of the most celebrated athletes of the early 20th century and has inspired generations of athletes. The Library shared the launch on social and will be playing the new Heritage Minute in the Performance Hall at Central Library for the month of June.

## **Impact Moments**

Memorial Park staff shared a reminder on the restorative power one of our more unique collections:

“One of our members, an accomplished musician in his earlier days, is currently experiencing very challenging times. He was amazed to learn that he was welcome to borrow instruments from the Sun Life Musical Instrument Lending Library. He borrowed a guitar, as this was the instrument he played as a young man. He was thrilled to hold an instrument in his hands again, and when he returned the guitar two weeks later, he shared with me that playing music again had brought him so much joy. He has since booked the practice room to play the guitar and is experiencing a renewed sense of hope and purpose due to this particular collection.”



Approved Minutes  
**Governance Committee Meeting**  
Calgary Public Library Board  
Online via Microsoft Teams  
**Wednesday, April 6, 2022**  
5:30 pm

**In Attendance:**

**Board**

Andrew Rodych (Chair)  
Haritha Devulapally  
Sandy Gill  
Evan Legate  
Crystal Manyfingers

**Administration**

Sarah Meilleur, *CEO*  
Alexis Apps, *Senior Executive Assistant*  
Amanda Robertson, *Executive Assistant*  
Heather Robertson, *Director, Service Design and Innovation*  
Scott Stanley, *Director, Technology*

**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 April 6, 2022 agenda be approved as presented.

Carried unanimously

**3. Approval of Minutes**

**MOVED** by Evan Legate that the minutes of the March 2, 2022 Governance Committee meeting be approved as presented.

Carried unanimously

**4. Business Arising**

None.

**5. Board Recruitment**

**A. Candidates Eligible for Re-Appointment**

Andrew Rodych advised that both Sandy Gill and Haritha Devulapally have officially expressed an interest in being considered for re-appointment for a second term beginning in 2022.

## B. Recruitment Update

Andrew Rodych advised that Jocelyn Phu's recent resignation has changed the scope of work for the ad hoc Recruitment Committee. In addition to the two candidates eligible for re-appointment and one alternate for each of those positions, the Recruitment Committee will also be required to submit one preferred and one alternate candidate for the other open position. As Phu was on the ad hoc Recruitment Committee, Rodych agreed to take her place.

During the in camera discussion at the end of the meeting, the Governance Committee (including members of the Recruitment Committee) will review the results of the search firm Request for Proposal and make a recommendation to the Board for approval via Urgent Motion before the deadline of Friday, April 8, 2022. The Library's Procurement department will then award a contract to the successful bidder on Monday, April 11, 2022.

## 6. Board Self-Evaluation

### A. Exit Interview Report

Andrew Rodych conducted an exit interview with Gayle Burnett following her February 2022 resignation from the Board. Rodych shared Burnett's parting insights as well as her reasons for resigning, which included ongoing scheduling conflicts and workload volume that would be incompatible with her current capacity.

After having received some feedback at a prior meeting about the need for the Board's time commitments to be shared more clearly with prospective new members, the Committee reviewed attachment 5.B.ii., which laid out the delineation between required and recommended time commitments expected of each Board member. The Committee asked that Administration amend the language from "recommended" to "optional/encouraged" for one section and then approved it for use as a part of the 2022 Board Recruitment Process.

Task	Responsible	Deadline
Make requested changes to the Board Time Commitment chart and provide to the Recruitment Committee for use in the 2022 Board Recruitment process.	Administration	May 2022

**MOVED** by Andrew Rodych that the Governance Committee receive the verbal Exit Interview Report for information.

Carried unanimously

The Committee agreed that Rodych may offer Jocelyn Phu an opportunity to share any parting insights she may have for the Board. The Committee agreed that the exit interview can wait until September 2022.

Task	Responsible	Deadline
Offer an exit interview to Jocelyn Phu.	Andrew Rodych, Committee Chair	September 2022

## **7. Bylaws, Policies and Processes**

### **A. Strategic Alignment Review of Bylaws and Policies**

Administration presented suggested changes to the Board Policies for the Governance Committee to review and accept, reject, or modify before recommending them to the Board for approval.

#### **Administrative Policies**

The Committee accepted Administration's suggestion to reword this policy and clarify the language to accurately reflect the scope of the Board and the Chief Executive Officer's roles in establishing and revising Administrative policies.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

#### **Code of Conduct**

In 2020, the Governance Committee had noted the need for a review of this policy after the Board established its Team Charter. With the Team Charter having been approved in 2021, Administration presented the Code of Conduct for review. The Committee directed Administration to prompt a review of the Team Charter and Code of Conduct within the 2023 Governance Committee workplan.

Task	Responsible	Deadline
Add the Team Charter and Code of Conduct policy to the 2023 Governance Committee workplan for review.	Administration	January 2023

#### **Donations: Materials**

The Committee accepted Administration's suggestion to reword this policy: to reflect flexibility in addressing donations based on community and operational needs; to reflect a recommended update to another policy name; and to update language specific to the pandemic. Discussion included providing further limitations on what donations might be considered, if any, and that will be taken into consideration with future policy reviews.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

## Signing Authority

The Committee accepted Administration's suggestion to update the policy to replace *Delegation of Authority Matrix for Employees* with the current Administrative policy name, *Signing Authority Matrix*.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

## Materials and Digital Resources: Selection and Access (now Collections Policy)

The Committee accepted Administration's suggestions to simplify the policy name as well as to update the language within to reflect current practices and considerations in collections development and management.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

## Library Membership

The Committee accepted Administration's suggestion to revise the policy to reflect updated language and references.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

## Use of Library Materials

The Committee accepted Administration's suggestion to revise the policy to reflect updated language and current practices.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

## Use of Library Premises

The Committee accepted Administration's suggestion to revise the policy to reflect current context for the use of Library spaces.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

## Fees

The Committee accepted Administration's suggestion to add language expanding possible partnership considerations.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

## Schedule A: Loan Limits and Loan Periods

The Committee accepted Administration's suggestion to remove outdated language.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

## Schedule B: Fees

The Committee determined that further specificity was not required within this policy.

## Public Access Network

The Committee accepted Administration's suggestion to update the language in this policy to reflect recommended best practices, which are currently to delegate authority in this matter to the Chief Executive Officer.

Task	Responsible	Deadline
Amend the policy as outlined above.	Administration	May 20, 2022

**MOVED** by Sandy Gill that the Governance Committee recommend these suggestions to the Calgary Public Library Board for approval as amended.

Carried unanimously

The Committee directed Heather Robertson to provide a written status update regarding the Equity, Diversity, and Inclusion Policy draft via email in advance of the May 4, 2022 Governance Committee meeting.

Task	Responsible	Deadline
Provide an email update to the Committee Chair for dissemination to the Committee regarding the status of the Equity, Diversity, and Inclusion Policy draft.	Administration	April 2022

## 8. Workplan Review

In the interest of time, the workplan review was deferred to the May 4, 2022 Governance Committee meeting.

**9. Other Business**

None.

**10. In Camera**

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

Carried unanimously

At 7:05 pm, all except the Board, Sarah Meilleur, Heather Robertson, and Amanda Robertson were excused from the call.

**MOVED** by Evan Legate that the Governance Committee rise and report that a recommendation be made to the Calgary Public Library Board to circulate an Urgent Motion to engage Pekarsky & Co. as the service provider selected through an RFP to support Board Recruitment efforts for a three-year term with the option for two one-year extensions.

Carried unanimously

**11. Adjournment**

**MOVED** by Sandy Gill that the meeting be adjourned at 7:35 pm.

Transcribed by Amanda Robertson

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Andrew Rodych  
Committee Chair

Approved Minutes  
**Governance Committee Meeting**  
Calgary Public Library Board  
Online via Microsoft Teams  
**Thursday, May 12, 2022**  
5:30 pm

**In Attendance:**

**Board**

Andrew Rodych (Chair)  
Al-Karim Khimji  
Crystal Manyfingers

**Regrets**

Sandy Gill

**Administration**

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

**1. Treaty 7 Opening**

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

**2. Review of Agenda**

**MOVED** by Andrew Gill that the May 12, 2022 agenda be approved as presented.

Carried unanimously

**3. Approval of Minutes**

**MOVED** by Andrew Rodych that the minutes of the April 6, 2022 Governance Committee meeting be approved as presented.

Carried unanimously

**4. Business Arising**

None.

**5. Board Relations**

**A. Board Orientation Update**

Andrew Rodych advised that the formal Board orientation program has been concluded for 2022, with a supplemental Library Board governance session to follow for Al-Karim Khimji as a mid-year appointee.

Sarah Meilleur provided a tour of four community libraries in southeast and northeast Calgary for new members of the Foundation and Library Boards. These tours were well-received by those in attendance and all members of both Boards will be invited to a follow-up tour of libraries in the northwest and southwest later this year.

Sandy Gill has been assigned as the Board Buddy responsible for overseeing Khimji's orientation.

## **6. Board Recruitment**

### **A. Recruitment Committee Update**

Andrew Rodych advised that the ad hoc Recruitment Committee and Sandy Gill met with the search firm to initiate the 2022 Board recruitment process. As the search firm has provided this service to the Library Board in recent years, they will follow a similar procedure subject to the ad hoc Committee's specific requests for the 2022 campaign. Qualifications being sought this year will include financial acumen, though this will not be a limiting qualification.

As confirmed in prior meetings of the Governance Committee, Rodych will be responsible for polling the Board in confidence to gather feedback about the continued performance of the two re-appointment candidates. The Committee discussed the merits of making it a more formal feedback process and determined that it would remain informal in 2022. The Committee directed Administration to add a review of how this re-appointment evaluation process is held in the 2023 Governance Committee workplan. Over and above the current feedback, the Committee noted a desire to potentially consider meeting attendance and other measurable evaluation tools.

Task	Responsible	Deadline
Add a review of the current re-appointment evaluation process to the 2023 Governance Committee workplan.	Administration	January 2023

## **7. Board Self-Evaluation**

### **A. Board Self-Evaluation Questionnaire Review**

The Committee reviewed the questions that had been posed to the Board in the 2021 Self-Evaluation Questionnaire and approved the use of the same questions in 2022 for more comparable data than would be captured if the questions were to be changed at this time.

The Committee also approved a change in format as suggested upon an earlier review of the 2021 results. In 2022, every quantitative question will be followed by an opportunity for the respondent to provide additional feedback and opinions in addition to the conditional follow-up request for clarification after receiving a response of "Rarely" or "Never".

**MOVED** by Crystal Manyfingers that the Governance Committee approve the Board Self-Evaluation Questionnaire and methodology as presented for circulation to the Board in October 2022.



Task	Responsible	Deadline
Circulate the questionnaire to all Board members.	Administration	October 2022
Review the results of the questionnaire.	Committee	January 2023

## **8. Bylaws, Policies, and Processes**

### **B. Draft Equity, Diversity, and Inclusion Policy Review**

Heather Robertson reviewed progress made to date at the direction of the Governance Committee since the need for a new Equity, Diversity, and Inclusion (EDI) Policy was identified by the Board. Most recently, the Board engaged an EDI consultant to facilitate a retreat session in March 2022. In accordance with the framework provided by that discussion, Administration has provided a draft EDI policy for the Committee's consideration.

The Committee asked that the draft be revised to remove any operational commitments and restrict the document to broader, governance-level statements.

The Committee directed Administration to consider the use of "Inclusion" in the policy name and contents. "Inclusion" can hold harmful connotations for members of some communities as though the Library belongs to one group who is inviting another to share the space, rather than the Library being a space where all have equal claim to a sense of belonging in a public space.

The Committee also directed Administration to consider a legal review of the document for liability prior to submitting it for Board approval.

Task	Responsible	Deadline
Incorporate the Committee's feedback in revising the draft Equity, Diversity, and Inclusion Policy for the Committee to review at its next meeting.	Administration	June 1, 2022

## **9. Workplan Review**

Andrew Rodych advised that the only changes to the workplan at this time are a reflection of the updated CEO Evaluation procedure since the engagement of an external consultant. The annual CEO Evaluation report and results will be reviewed by the Committee in September 2022.

## **10. Other Business**

### **A. Exit Interview**

Andrew Rodych advised that Jocelyn Phu has consented to an exit interview. Rodych will report his findings from the interview at the June meeting of the Governance Committee.

## **11. Adjournment**

**MOVED** by Al-Karim Khimji that the meeting be adjourned at 6:45 pm.

Transcribed by Amanda Robertson

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Andrew Rodych  
Committee Chair

**Unapproved Minutes**  
**Governance Committee Meeting**  
Calgary Public Library Board  
Online via Microsoft Teams  
**Wednesday, June 8, 2022**  
6:30 pm

**In Attendance:**

**Board**

Andrew Rodych (Chair)  
Sandy Gill  
Crystal Manyfingers  
Sheeba Vijayan

**Regrets**

Al-Karim Khimji

**Administration**

Sarah Meilleur, *CEO*  
Alexis Apps, *Senior Executive Assistant*  
Mary Kapusta, *Director, Communications and Engagement*  
Amanda Robertson, *Executive Assistant*  
Heather Robertson, *Director, Service Design and Innovation*  
Shannon Slater, *Director, Visitor Experience (Acting)*  
Scott Stanley, *Director, Technology*

**Guests**

Barb Read, *Salopek & Associates*

**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 June 8, 2022 agenda be approved as presented.

Carried unanimously

**3. Approval of Minutes**

**MOVED** by Andrew Rodych that the minutes of the May 12, 2022 Governance Committee meeting be approved as presented.

Carried unanimously

**4. Business Arising**

None.

## 5. Bylaws, Policies and Processes

### A. Equity and Belonging Policy Review

Heather Robertson reviewed the updated draft, which had been renamed since the May meeting from “Equity, Diversity, and Inclusion Policy” to “Equity and Belonging Policy”.

Feedback from the Governance Committee at their meeting on May 12, 2022 as well as a subsequent review of the draft policy by external legal counsel was incorporated into the draft. These changes included de-emphasizing the word “inclusion” due to unintended negative connotations it holds for different communities, including Indigenous peoples. Emphasis was instead placed on the word “belonging”. Other significant changes included removing operationalized language to ensure the policy remains at a governance level, updating the list of protected statuses to ensure alignment with the protected grounds included in the *Alberta Human Rights Act*, and adding a visual representation of the principles within the policy.

Additional comments were captured by Administration to provide further revisions before the June 17, 2022 meeting of the Board. The Committee directed Administration to remove the draft visual representation from the policy before presenting the wording to the Board for approval so the image can be finalized and approved separately.

**MOVED** by Crystal Manyfingers that the Equity and Belonging Policy be recommended by the Governance Committee to the Board for approval, subject to conforming revisions.

Carried unanimously

Task	Responsible	Deadline
Make conforming revisions to the text to present to the Board for approval without the visual representation.	Administration	June 17, 2022
Remove the visual representation temporarily and bring a revised draft of the image to a subsequent Governance Committee meeting so it can be considered for inclusion within the policy.	Administration	September 2022

## 6. Workplan Review

No changes will be made to the workplan at this time.

## 7. Other Business

None.

## **8. In Camera**

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

Carried unanimously

At 7:15 pm, all Calgary Public Library staff members signed off from the call. External guest Barb Read of Salopek & Associates joined the call with all Board members in attendance for an in camera discussion.

**MOVED** by Andrew Rodych that the Governance Committee rise without reporting.

Carried unanimously

## **9. Adjournment**

**MOVED** by Sandy Gill that the meeting be adjourned at 8:20 pm.

Transcribed by Amanda Robertson

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Andrew Rodych  
Committee Chair

**Calgary Public Library Board**  
**Board Policy Review – Briefing Note**  
**June 22, 2022**

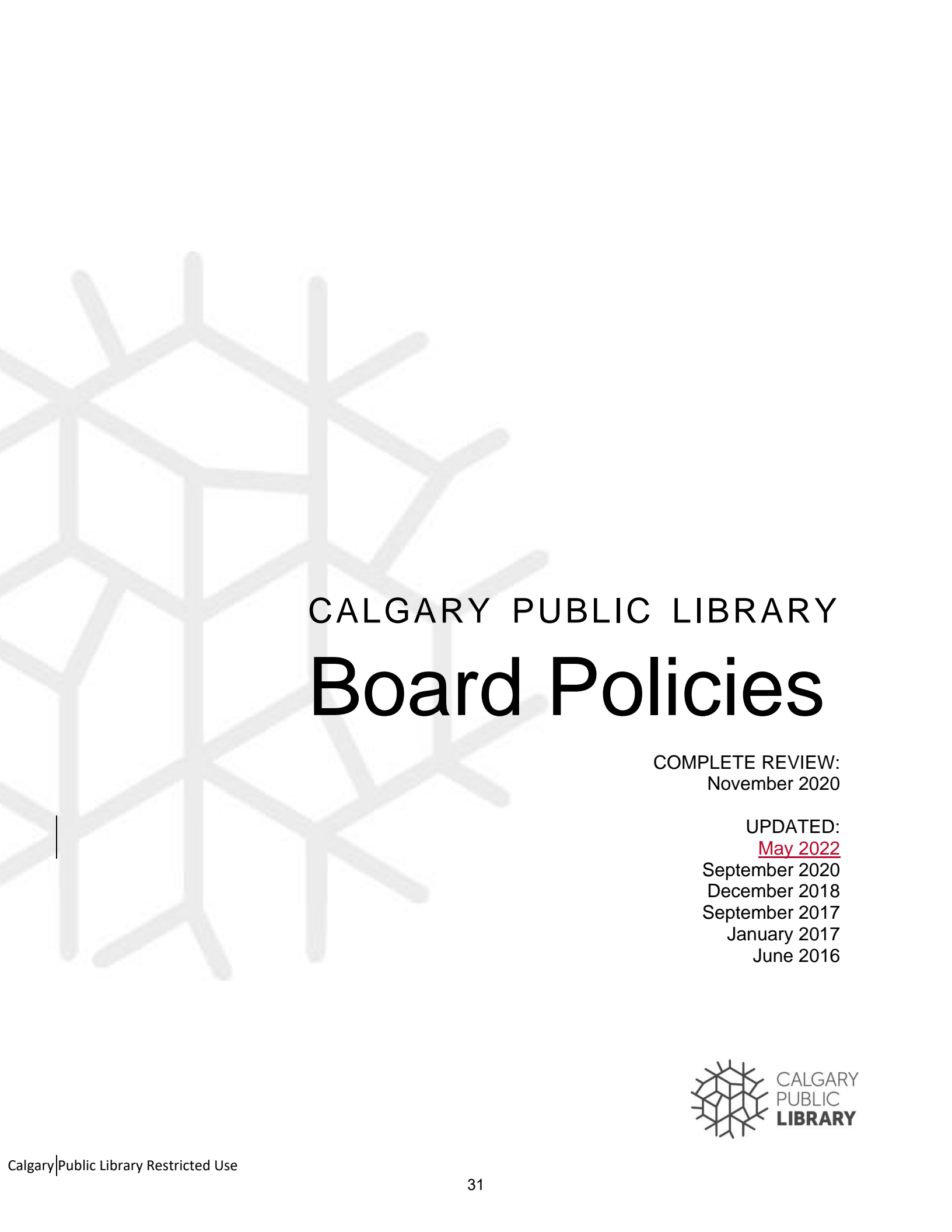
## **Background**

Administration has enclosed proposed revisions for select sections of the Calgary Public Library Board Policies. A full review of the policies was completed in 2020. All Board policies are subject to revision at the Board's discretion or as applicable according to relevant legislation. Material changes to any policy are to be recommended by the Governance Committee to the Board for approval.

## **Recommended for Board Approval**

While all policies in the document are subject to revision at the Board's discretion, the Governance Committee has recommended the following changes for the Board's particular attention and approval:

<b>Section</b>	<b>Page</b>	<b>Proposed Revision(s)</b>
Administrative Policies	37	Clarity of language
Donations: Materials	46	Update to reflect flexibility in addressing donations based on community and operational needs; Reflect recommended update to another policy name; Remove pandemic-era language
Signing Authority	53	Updated to reflect current Administrative policy name
Materials and Digital Resources: Selection and Access (Collections Policy)	69-71	Simplify policy name; Update language to reflect current practices and considerations in collections development and management
Library Membership	73	Updated language
Use of Library Materials	74	Updated language; Reflect current practice
Use of Library Premises	75	Reflect current context for use of library space
Fees	76	Expanded possible partnership considerations
Schedule A: Loan Limits and Loan Periods	77	Removed outdated language
Public Access Network	81	Reflect recommended best practice



# CALGARY PUBLIC LIBRARY

# Board Policies

COMPLETE REVIEW:  
November 2020

UPDATED:

May 2022

September 2020

December 2018

September 2017

January 2017

June 2016







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## Preamble

The Board is appointed by the City and is governed by the Act, the Regulation, the City Bylaw, and other relevant legislation. The Board has the authority for full management and control of the Library and assumes with that authority the duty to develop policies related to the framework, governance, and operation of the Library.

The Board employs the Chief Executive Officer, who in turn implements the policies and manages the daily operations of the Library. The Chief Executive Officer is accountable to the Board. The staff who implement Library operations are accountable to the Chief Executive Officer.

### Board Policies

Board Policies clearly define the scope and limits within which the Library operates. Board Policies are used to provide effective parameters and direction for decisions and actions undertaken by the Board, management, and staff.

#### Statutory Policies

- (a) The Board shall establish, as Board Policies, those policies required by the Act and the Regulations. The Board shall only revise, repeal, and replace such Board Policies as is permitted by the Act and the Regulations.
- (b) The Board shall file a report with the Minister that contains the Board Policies established pursuant to this section, and when the Board revises any Board Policy established pursuant to this section, the Board shall immediately file with the Minister a report of that revision.

#### Other Board Policies

The Board may establish such other Board Policies as it considers appropriate from time to time, and may revise, repeal, and replace those Board Policies as it considers appropriate from time to time.

### Defining and Interpreting Board Policies

In these policies, the following words have these meanings:

- *Act* means the *Libraries Act* (Alberta), being Chapter L-11 of the Revised Statutes of Alberta 2000, as amended from time to time, or any statute substituted for it.
- *Administrative Policy* means each policy established by the Chief Executive Officer from time to time and designated as an administrative policy of the Library.
- *Board* means the board which governs the Library pursuant to the Act.
- *Board Chair* means the person from time to time elected or deemed elected as chair of the Board and includes the Vice-Chair or a temporary chair when acting in substitution for the Board Chair.

- *Board Committees* means those standing committees and ad hoc committees of the Board created by the Board from time to time.
- *Board Member* means each person appointed to the Board by the City from time to time.
- *Board Policy* means each policy approved by the Board.
- *Chief Executive Officer* means the person appointed by the Board from time to time as the chief executive officer of the Library.
- *City* means The City of Calgary.
- *City Bylaw* means Bylaw 38M2006 enacted by City Council, as amended from time to time, and any bylaw substituted for it.
- *City Council* means the council for the City pursuant to the *Municipal Government Act* (Alberta), RSA 2000, c. M-26.
- *FOIPP* means the *Freedom of Information and Protection of Privacy Act* (Alberta), RSA 2000, c. F-25.
- *Hours of Opening* means the hours that Library Premises are open to members of the public for using or borrowing Library Materials and using other services.
- *Interlibrary Loan* means acquiring one or more resources from another library system on behalf of a Library Member.
- *Library* means the municipal library board established by the City Bylaw.
- *Library Materials* include items such as books, magazines, newspapers, brochures, pamphlets, audiovisual materials, electronic resources, and maps, in the collection of the Library or borrowed by the Library.
- *Library Member* means the registered user of a Valid Library Membership.
- *Library Premises* means any premises used by the Library for Library purposes.
- *Loan Limit* means the maximum number of items which may be on loan to a Library Member at any given time.
- *Loan Period* means the period of time for which a Library Member may borrow Library Materials and includes any renewal of an original Loan Period.
- *Person in Charge* means the person in charge of Library Premises at any given time.
- *Regulations* means the Libraries Regulation, being Alta Reg 141/1998, as amended from time to time, or any regulation substituted for it, and any additional regulations made pursuant to the Act.
- *Valid Library Membership* means that the Library Member's record is current and in good standing.
- *Vice-Chair* means the person from time to time appointed or elected as vice-chair of the Board.

## Administrative Policies

The Board may direct the Chief Executive Officer to establish an Administrative Policy in support of a Board Policy as the Chief Executive Officer considers appropriate from time to time. Where a specific Administrative Policy is created at the direction of the Board, the Board shall be consulted about its content and any subsequent revisions. ~~—, revise, repeal, and replace such Administrative Policies as the Chief Executive Officer considers appropriate from time to time. The Chief Executive Officer shall inform the Board promptly following the establishment, revision, repeal, or replacement of each such policy. Each such policy (and each revision, repeal, or replacement of it) is subject to review and approval by the Board (in each case with such revisions as the Board in its discretion considers appropriate).~~

# Board

## Code of Conduct

The Board acknowledges that all Board Members acting on behalf of the Library share certain ethical and legal responsibilities, including:

- Conducting Library business in compliance with applicable legislation, bylaws, and regulations.
- Treating all Library staff, patrons, and stakeholders in an honest and fair manner.
- Declaring situations where personal interests are, or may be perceived to be, in conflict with the Library's interests and/or may result in personal gain.
- Safeguarding and properly using the Library's proprietary and confidential information, including that of its patrons, community and business partners, and its assets and resources.
- Becoming familiar with and conducting themselves in compliance with specific expectations and responsibilities as outlined in the Library's internal documents, such as these Board policies, *Board Governance Bylaw*, Administrative Policies, the *Employee Standards of Conduct Handbook*, the signed *Collective Agreement* between the Board and the Canadian Union of Public Employees (CUPE) Local 1169, the signed *Terms of Agreement* between the Library and the Management and Administrative Support Staff Association (MASSA), and other documentation, as is relevant to their roles.

Category	Board
Statutory	No
Approval History	2015 To be revisited after the Committee has developed its Team Charter that will include information on dealing with situations involving threats of violence, harassment, etc.
Approval	Avnish Mehta

## Conflict of Interest

Board Members must be open, honest, and transparent in the work we do. Where there might be a conflict between our personal interests and those of the Library, Board Members are required to disclose that fact immediately and seek further guidance. Board Members must abide by the law and organizational policies. Board Members shall regulate activities so as to remain free of interests or relationships which are, or have the appearance of being, harmful or detrimental to the Calgary Public Library, or are in conflict with the Library's best interests.

Category	Board
Statutory	No
Approval History	2020. 2015.
Approval	Avnish Mehta



## Board Orientation and Education

The Board recognizes the importance of having informed Board Members. To ensure this, the Board must provide a comprehensive orientation program for all new Board Members.

The Board encourages skill development of its Board Members and provides, within available resources, institutional memberships in key library organizations and financial support for attendance at library conferences and relevant workshops, including reimbursement of registration fees and of travel and accommodations expenses. Entitlement for financial support for these activities requires the approval of the Board Chair or Vice-Chair.

Category	Board
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Liability Insurance for Board Members

The Library will maintain appropriate insurance for its Board Members.

Category	Board
Statutory	No
Approval History	2020. 2015.
Approval	Avnish Mehta

## Expenses

The Board is a volunteer board and does not offer compensation for service. However, in order to ensure that service on the Board is available and accessible to all members of the community, the Library will pay for reasonable expenses incurred when Board Members attend Board and Board Committee meetings, represent the Library at community functions, and attend learning and development activities, when those functions and activities have been authorized by the Board Chair or Vice-Chair.

Eligible expenses include, but are not limited to:

- parking
- tickets to community functions and events
- travel to out-of-Calgary learning and development events, including conferences
- meals and accommodation when attending learning and development activities
- other expenses related to fulfilling Board duties authorized by the Board Chair or Vice-Chair

Receipts must accompany claims for reimbursement.

Category	Board
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

# Donations and Related Matters

## Donations: Monetary and In-Kind

The Board establishes philanthropic priorities for the Calgary Public Library Foundation (Foundation). The Foundation receives monetary and in-kind donations on behalf of the Library. Donations are accepted and tax receipts are issued by the Foundation in accordance with the policies and guidance of the Canada Revenue Agency.

Category	Donations and Related Matters
Statutory	No
Approval History	2020. 2015.
Approval	Avnish Mehta

## Donations: Materials

The Library may accept donations of books, CDs, and DVDs by local authors and creators and other materials that offer a perspective on Calgary and region if it is cost effective to do so. ~~These Donated materials are would be~~ reviewed and may be added to the Library's collections in accordance with the ~~Materials and Electronic Resources Selection~~Collections policy.

~~[Note: the Library is not currently accepting donations as a result of COVID-19. Long term, we require the flexibility to discontinue accepting donations as operations continue to evolve.]~~

Category	Donations and Related Matters
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Naming Rights for Sponsors

Recognizing that the long-term resourcing of the Library through sponsorships is vital to the services it provides to Calgarians, the Board supports the ongoing practice of providing naming rights to third-party sponsors, where such relationships are mutually beneficial and are consistent with this policy.

Sponsorships are agreements to provide goods, services, or financial contribution in return for the recognition potential associated with the inclusion and public display of the sponsor's name as the name of parts of a Library facility or of other tangible assets. The Calgary Public Library Foundation will pursue such arrangements on behalf of the Library.

In judging the suitability of naming rights for sponsors, the following will be considered:

- the significance of the sponsorship in relation to the project
- alignment with the Library's vision, mission, and values
- the reputation and integrity of the sponsor
- the history of the sponsor's support of libraries and Library priorities

The Library will not enter into a naming rights agreement with a sponsor for the entirety of a Library facility.

Naming rights agreements will be in place for a specified number of years.

Naming rights for sponsorships of less than \$1 million require the approval of the Library's Chief Executive Officer. Naming rights for sponsorships of \$1 million or more require the approval of the Board.

The Board recognizes that contributions from sponsors are often made in several installments, a situation of benefit to the Library, the Foundation, and the sponsor. Naming rights will not commence until the first installment is received.

In order to protect the integrity of the Board and the Library's brand, limit confusion for users, and avoid the perception of advertising, the sponsor's name only, and not its logo, will be used on any permanent signage identifying the sponsor.

The Board reserves the right to revoke a naming decision if it constitutes a significant and continuing impairment to the Library's reputation or if the agreed-upon contributions are significantly reduced.

The Library will not relinquish to a sponsor any aspect of the Library's right to manage and control any of its assets, facilities, programs, services, staff, or volunteers.

Any naming rights agreement will include clauses to reflect the relevant terms in this policy.

Calgary Public Library Board Policies  
Last Update: November 2020

Category	Donations and Related Matters
Statutory	No
Approval History	2020. 2019.
Approval	Avnish Mehta



## Naming in Recognition of Philanthropic Gifts

Recognizing that the long-term resourcing of the Library through philanthropy is vital to the services it provides to Calgarians, the Board supports the practice of recognizing philanthropic gifts through the naming of the entirety of a Library facility, parts of a Library facility, or other tangible assets, where such relationships are mutually beneficial and are consistent with this policy.

Philanthropic gifts are transfers of property (including money) from donors for the public good without valuable consideration. The Calgary Public Library Foundation will pursue such arrangements on behalf of the Library.

In judging the suitability of recognition through the naming of a philanthropic gift, the following will be considered:

- the significance of the proposed gift in relation to the project
- alignment with the Library's vision, mission, and values
- the reputation and integrity of the donor and of the person(s) in whose honour naming is proposed
- the history of the donor's support of libraries and Library priorities

The naming of the entirety of a Library facility, parts of a Library facility, or other tangible assets will be in place for a specified number of years.

The naming of the entirety of a Library facility requires Board approval.

When associated with a gift of less than \$1 million, the naming of parts of a Library facility or other tangible assets requires the approval of the Library's Chief Executive Officer. When associated with a gift of \$1 million or more, the naming of parts of a Library facility or other tangible assets requires the approval of the Board.

The Board recognizes that philanthropic gifts are often made in several installments, a situation of benefit to the Library, the Foundation, and the donor. Recognition through naming will not commence until a significant installment of the gift associated with the naming has been received.

The Board recognizes that philanthropic gifts are often made as bequests. Recognition through naming will not commence until the bequest is realized, except in extraordinary circumstances and with Board approval.

The Board reserves the right to revoke a naming decision if it constitutes a significant and continuing impairment to the Library's reputation or if the agreed-upon philanthropic contributions are significantly reduced.

When the Board has approved or revoked the naming of the entirety of a Library facility, it will provide relevant information to The City of Calgary.

The Library will not relinquish to a donor or person honoured through naming any aspect of the Library's right to manage and control any of its assets, facilities, programs, services, staff, or volunteers.

Any naming rights agreement will include clauses to reflect the relevant terms in this policy.

Category	Donations and Related Matters
Statutory	No
Approval History	2020. 2019.
Approval	Avnish Mehta

## Honorific Naming

In order to inspire present and future generations by the achievements of individuals who have made exemplary and longstanding contributions to the Library, the Board supports, in special circumstances, the practice of honorific naming of the entirety of a Library facility, parts of a Library facility, or other tangible assets.

Normally, honorific namings will be considered only for individuals who are no longer active in their field of expertise or deceased. Where appropriate, a written consent shall be obtained from each individual or estate associated with an honorific naming.

In judging the suitability of an honorific naming, the following will be considered:

- the significance and longevity of the honoree's contributions to the Library
- alignment with the Library's vision, mission, and values
- the reputation and integrity of the honoree

Honorific naming of the entirety of a Library facility, parts of a Library facility, or other tangible assets will be in place for a specified number of years. Honorific namings can be renewed at the discretion of the Board.

Honorific naming requires Board approval.

The Board reserves the right to revoke a naming decision if it constitutes a significant and continuing impairment to the Library's reputation.

When the Board has approved or revoked the naming of the entirety of a Library facility, it will provide relevant information to The City of Calgary.

The Library will not relinquish to a person honoured through naming any aspect of the Library's right to manage and control any of its assets, facilities, programs, services, staff, or volunteers.

Category	Donations and Related Matters
Statutory	No
Approval History	2020. 2019.
Approval	Avnish Mehta

# Finance

## Signing Authority

The Board delegates to the Chief Executive Officer signing authority and responsibility for matters necessary for the management of day-to-day operations according to a [Signing Authority Matrix](#) ~~Delegation of Authority Matrix for Employees~~ contained in Administrative Policies.

Category	Finance
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Annual Audit

All Library financial accounts and processes will be audited annually. Pursuant to the City Bylaw, the Board will appoint the same external, independent auditor that is approved by City Council for the City audit to facilitate the consolidation of the financial statements of the City and the Library.

Following the conclusion of the annual audit, the results and the recommendations of the audit will be presented to the Board for approval. Following approval by the Board, the audited financial statements will be submitted to City Council, the Government of Alberta, and all other required authorities.

Category	Finance
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Debt

The Board will ensure the Library maintains a prudent level of debt in order to maintain the financial stability and sustainability of the Library. The Board authorizes the Chief Executive Officer to incur a demand operating line to a maximum amount of 150% of the most recent month of salary and benefit expenses. The demand operating line will be utilized only to fund working capital. The Board shall approve the incurrence of any other debt by the Library.

Category	Finance
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Investing

Funds in excess of immediate need are to be invested with skill, prudence, and diligence, with the primary objective of safeguarding the principal of the funds while meeting the Library's liquidity needs to fund its ongoing operations.

Permitted investment vehicles include the following:

- Savings accounts and GICs held by or guaranteed by a Schedule 1 Canadian bank with a senior long-term credit rating by Standard & Poor's of at least A, or the equivalent rating by Moody's Investor Service or DBRS, or guaranteed by a federal or provincial government.
- Federal, provincial, or municipal government, or any government agency, short-term debt securities with a maximum term of up to 90 days.
- Commercial paper of Canadian banks which meet the criteria outlined above for a maximum term of 30 days.
- Money market funds where the majority of investments include those outlined above to a maximum term of 30 days.

Category	Finance
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta



## Risk Management

The Board shall make every prudent and reasonable effort to safeguard the Library's reputation, assets, operations, staff, volunteers, and patrons against risk. To the best of its ability, the Board will ensure risks are identified and managed to a level which permits the achievement of the Library's strategy and meets the Board's tolerance for risk.

Category	Finance
Statutory	No
Approval History	2020. 2017. 2015.
Approval	Avnish Mehta

## Insurance

The Board shall ensure the security of the Library's assets and shall maintain public liability coverage through a comprehensive insurance program.

Insurance coverage shall remain in place at all times and be reviewed on an annual basis to ensure that needs are appropriately met and to secure the best value for money.

Category	Finance
Statutory	No
Approval History	2020. 2015.
Approval	Avnish Mehta

# Human Resources

## Human Resources

The Board recognizes that building and maintaining its human resources is critical to fulfilling its vision, mission, and value statements. All human resources policies are in accordance with the Act, the Regulations, required relevant legislation, and other statutory requirements.

The Board delegates its authority to the Chief Executive Officer for the management of the Library's human resources function.

Category	Human Resources
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Conditions of Employment

Conditions of employment for staff whose positions fall within the scope of the Canadian Union of Public Employees (CUPE), including working hours, are detailed in the signed *Collective Agreement* between the Board and CUPE Local 1169. The Board must ratify any amendments to the collective agreement.

The Board delegates its authority to the Chief Executive Office for the establishment and administration of conditions of employment for staff members covered by The Management and Administrative Support Staff Association (MASSA) and staff members in exempt management positions.

Conditions of employment for the Chief Executive Officer are established separately and administered by the Board.

Category	Human Resources
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Job Descriptions

The Board will ensure job descriptions exist for all positions at the Library. Job descriptions will include qualifications required.

Job descriptions shall be revised and updated as required to ensure they reflect the work carried out, or when new positions are created.

Job descriptions shall be accessible to all staff.

Category	Human Resources
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Performance Appraisals

The Board believes that effective performance management and recognition programs are vital to creating a culture that supports the delivery of excellent library service to Calgarians.

The Library's performance recognition and enhancement program is designed to ensure regular, timely, and focused communication between supervisors and their staff, and shall occur in accordance with the objectives and procedures outlined in relevant Administrative Policies.

The Board maintains a separate performance appraisal program for the Chief Executive Officer and is responsible for conducting the Chief Executive Officer's annual performance appraisal.

Category	Human Resources
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Staff Orientation and Training

The Board recognizes the importance of knowledgeable and skilled staff. Within the limits of budget and in accordance with its strategic plan and administrative policies, the Library provides consistent formal and informal staff orientation and training, and regular access to work-related learning and development activities.

Financial assistance for these activities is provided within budgetary limits as outlined in the relevant Administrative Policies.

Category	Human Resources
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta



## Grievance Procedure

All unionized Library staff have access to a grievance procedure as outlined in the signed *Collective Agreement* between the Board and the Canadian Union of Public Employees (CUPE) Local 1169.

In the case of Management and Administrative Support Staff Association (MASSA) staff and Exempt Managers, grievances are referred, in writing, to the Chief Executive Officer for investigation and resolution.

Category	Human Resources
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## The Role of Volunteers

The Board acknowledges that volunteer involvement adds to the capacity of the Library and provides volunteers with opportunities for personal growth and contribution to the community. Volunteers play a vital role in enhancing connections between the Library and the community while providing Library staff the freedom to carry out the activities for which they are uniquely qualified, trained, and suited.

Volunteers are required to participate in orientation and training sessions. Activities of Library volunteers are carried out under the general supervision of Library staff, according to their task.

Volunteers are required to comply with all relevant Board Policies, Administrative Policies, and standards of conduct established for volunteers. Performance feedback must be provided on a regular basis and as required.

The Board is grateful for the contributions of volunteers and will support formal recognition opportunities.

Category	Human Resources
Statutory	No
Approval History	2020. 2015.
Approval	Avnish Mehta

## Compensation for the Chief Executive Officer

In order to ensure that the Calgary Public Library can attract, retain, and motivate the calibre of Chief Executive Officer (CEO) critical to the fulfilment of the Library's mission and strategic plan, the Board will, within the limitations of sound financial stewardship, establish and maintain a base salary range that is competitive with public libraries and the broader public and non-profit sectors and acknowledges the interests of stakeholders. Salary administration will be governed by the established range and will recognize the contribution of the CEO to the achievement of the Library's business plan and strategic objectives.

The Chief Executive Officer will be eligible to participate in the Library's Pension and Employee Benefit Plans. Perquisites, appropriate to the position and consistent with market practices, will be as reviewed and approved by the Board from time to time.

Category	Human Resources
Statutory	No
Approval History	2020. 2017.
Approval	Avnish Mehta

# Library Materials

## **Materials and Digital Resources: Selection and Access Collections Policy**

As a vital community connection to the world of information and ideas, the Library provides the widest possible access to knowledge, thought, and creativity for information, learning, inspiration, and enjoyment. To accomplish this, the Library provides a broad range of print and digital resources for users of every age and ability.

Through its collections, the Library encourages reading, helps develop literacy skills, and fosters life-long learning. The collections support formal and informal education and inform, entertain, enhance, and enrich individual lives. The collections:

- support informational and recreational reading, viewing, listening, and engagement
- stimulate the imagination and empower creativity
- increase an individual's ability to succeed and participate actively in the community

The Library's collection development strategies are aligned with the values set out in the Library's Strategic Plan and with the goal of ensuring that the breadth and depth of the Library's collections are both reflective and inclusive of the diversity within our communities. To ensure that content is discoverable, accessible, and responsive to different needs, the Library continually seeks new ways of making resources available, by evaluating and implementing emerging formats, technologies, and curation strategies.

As part of this work, the Library works with relevant agencies to provide ~~materials-content~~ in alternative formats to individuals with special needs, such as print or perceptual disabilities. In particular, the Centre for Equitable Library Access (CELA) was established in 2014 with the goal of supporting and assisting public libraries in delivering accessible library materials to Canadians. The partnership with CELA enables the Library to provide a broad selection of books, media, and digital resources and other materials to users with print disabilities in the formats of their choice.

In considering ~~materials-resources~~ for inclusion in the collection, Library staff exercise their professional judgment, using criteria such as currency, accuracy, availability, imaginative quality, appeal, and the unique contribution that each ~~each resource individual item~~ makes to the overall collection. The whole of a work or a resource rather than a part is always considered when making a selection decision.

Other criteria include:

- the expressed and anticipated needs and interests of Calgary's diverse community
- recommendations made by critics, reviewers, and other authorities
- the suitability of the subject, style, presentation, and reading level to the intended audience
- representation of Canadian and local perspectives
- representation of important movements, genres, or trends
- insight into the human condition and social realities
- artistic presentation and experimentation
- budget priorities

- space priorities
- the suitability of the form for library use
- availability
- copyright and rights management

Requests by individual patrons for the inclusion of particular ~~materials~~ resources can be considered by the Library through the application of the criteria in this policy. The whole of a work, rather than a part, is always considered when making a selection decision.

Ultimate responsibility for the policy that determines and guides selection and access of materials rests with the Board. The task of selection is delegated to the Chief Executive Officer who directs this activity to qualified and knowledgeable staff.

The Board recognizes that this policy is carried out in compliance and with due regard for all applicable legislation.

### **Intellectual Freedom**

While Library staff may assist patrons, the ultimate right and responsibility for the choice and use of Library Materials rests with the individual.

The Library endorses the Canadian Federation of Library Associations' *Statement on Intellectual Freedom*, and the International Federation of Library Associations and Institutions' *Statement on Libraries and Intellectual Freedom*.

The availability of ~~an item~~ content within the Library's collections does not indicate endorsement ~~of its content~~ by the Library. The Library recognizes that some resources selected for its collections may be regarded as controversial, unconventional, or unpopular.

### **Parental Responsibility**

Responsibility for children's or teens' choice and use of resources rests with their parent(s) or legal guardian(s). Selection for the adult collection is not restricted by the possibility that children or teens may access resources their parent(s) or legal guardian(s) may consider inappropriate. The Library believes in the freedom of the individual, and the right and obligation of parent(s) or legal guardian(s) to guide, develop, interpret, and maintain their own code of values in their family. The Library will not limit individuals' access to content included in its collections.

### **Collection Maintenance**

To maintain collections that support community interests and demands, Library staff carry out an ongoing program of collections maintenance to ensure that ~~the collections remain content is~~ current, relevant, and that physical collections are in good ~~physical~~ condition.

### **Resource Sharing and Interlibrary Loans**

The Library participates in resource sharing initiatives and Interlibrary Loans to ensure members have the greatest possible access to resources of interest to them. The Library follows the principles and guidelines outlined in *Resource Sharing Operational Policy for Public Libraries*, Alberta Municipal Affairs, December 2012, updated October 2015.

### Reconsideration of Library Resources

Requests for reconsideration of materials may be made in writing to the ~~Chief Executive Officer~~Request for Reconsideration Committee. All such requests will be reviewed in light of the ~~Materials and Electronic Resource Selection~~Collections policy and a written response to the request will be provided to the originator of the request. A member may appeal the decision to the CEO.

Category	Library Materials
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

# Library Premises Use and Safety



## Library Membership

The ~~Calgary Public Library Terms and Conditions of Membership~~Library Services Agreements as set out during the Library Member registration process governs the issuance of a Valid Library Membership and use of library services.

Category	Library Premises Use and Safety
Statutory	No
Approval History	2020. 2015.
Approval	Avnish Mehta

## Use of Library Materials

All circulating Library Materials may be borrowed by a Library Member as set out in the Library Services Agreement ~~Calgary Public Library Terms and Conditions of Membership~~. Terms and conditions, including Loan limits and periods, are established and administered by the Chief Executive Officer ~~and reviewed by the Board on an annual basis~~.

Schedule A sets out the current Loan limits and periods.

Reference materials in specialized collections, such as Calgary's Story, or easily damaged or rare materials, may be used only under the supervision of a staff member.

Category	Library Premises Use and Safety
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Use of Library Premises

### Hours of Opening

The Board authorizes the Chief Executive Officer to establish Hours of Opening for all Library Premises. ~~Hours of Opening will be reviewed annually by the Board.~~

### Access

Every member of the public shall have access during the Hours of Opening to those public areas normally used for Library purposes or designated for Library purposes. The Library may also grant after hours access for public and private bookings under the conditions set out in the *Calgary Public Library Room Use Guidelines*.

### Conduct

All persons using Library Premises shall conduct themselves so as not to disturb other patrons or cause damage to Library property.

### Food and Beverages

Consumption of food and non-alcoholic beverages only will be permitted in designated areas of Library Premises, provided such activity does not interfere with the use and enjoyment of Library Premises by other patrons or result in any damage to Library Materials, furnishings, or equipment.

Patrons who consume food and beverages on Library Premises may be held liable and accountable for any damage, repair, or additional expense that may be incurred because of this activity.

### Program Rooms and Other Library Spaces

Program rooms and any areas of Library Premises not used for Library purposes may be reserved for use by groups under the conditions set out in the *Calgary Public Library Room Use Guidelines*.

Category	Library Premises Use and Safety
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Fees

### Establishment and Review of Fees

The Board authorizes the Chief Executive Officer to establish fees in accordance with the Act and the Regulations. All Library fees shall be reviewed by the Board on an annual basis.

### Fees for Issuance of Membership

Subject to the Act and the Regulations, there shall be no fee for the issuance of membership for persons who are permanent residents of Calgary, for non-residents who own or rent property in Calgary, and for persons living on First Nations and Métis Settlements in Alberta.

There shall be a fee for the issuance of membership for persons who do not meet these requirements, as set out in Schedule B.

### Reciprocal Borrowing

Notwithstanding the fee for non-resident membership, as set out in schedule B, the Board may enter into reciprocal arrangements with other library boards or vendor partners in Alberta providing for a waiver of such non-resident fees.

### Recovery Fees

The Library may charge recovery fees for expenses incurred in providing specific services outlined in Schedule B, including, but not limited to: printing, scanning, and photocopying; research; document delivery; rentals of space; and charges for lost or damaged property or materials.

Category	Library Premises Use and Safety
Statutory	Yes
Approval History	2020. 2018. 2015.
Approval	Avnish Mehta

## Schedule A: Loan Limits and Loan Periods

### Loan Limits

Library Member 99 items,  
with the following exceptions:

Adult DVDs	30 items per Library Member
Children's DVDs	30 items per Library Member
<del>New &amp; Notables</del>	<del>10 items</del>

Holder of The Alberta Library [TAL] Card 5 items

### Loan Periods

All circulating materials, with the exception of DVDs	3 weeks
DVDs	1 week

Other Loan Limits and Loan Periods may be imposed in accordance with the terms of licenses for electronic resources.

## Schedule B: Fees

### Fee for Non-resident Library Members

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

### Recovery Fees for Lost and Damaged Library Materials

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

### Recovery Fees for Comprehensive Research

Library Member	\$70 / hour with a 15 minute (\$17.50) minimum
Library Non-member	\$80 / hour with a 15 minute (\$20) minimum

Research includes online search, research of collections, compilation and packaging of results, document delivery, rush Interlibrary Loans, and other services. The Library shall also charge a fee for applicable telecommunication, database fees, computer downloading, photocopying and other related expenses incurred when providing comprehensive research.

### Recovery Fees for Courses, Programs, and Special Events

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

	Program Rooms in All Locations	Central Library Event Spaces*						
		Patricia A. Whelan Performance Hall	Staff/Security Fee	Combined Fee	Performance Hall with Meeting Rooms	Staff/Security Fee	Combined Fee	Shaikh Family Welcome Gallery
Not-for-profit rate**	No charge	\$100/hour	\$60/hour	\$160/hour	\$200/hour	\$60/hour	\$260/hour	\$270/hour (Flat rate \$2,000)
Regular booking	No charge	\$250/hour	\$60/hour	\$310/hour	\$500	\$60/hour	\$560/hour	\$333/hour (Flat rate \$2,500)

\*A three-hour minimum applies.

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

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

## Suspension and Revocation of Library Privileges

The Library privileges of any person who is in breach of any section of the Library Premises Use and Safety policies or the Library's Code of Conduct may be suspended or revoked at the discretion of the Person in Charge in each Library Premises.

Any patron whose Library privileges have been suspended or revoked may appeal to the Chief Executive Officer or designate for reinstatement.

Any person who willfully contravenes any section of the Library Premises Use and Safety policies or who willfully retains any Library Materials from the Library is guilty of an offense pursuant to the Act, and may be liable to such penalties as are specified in the *Provincial Offence Procedures Act* (Alberta), RSA 2000, c. P-34; the *Trespass to Premises Act* (Alberta), RSA 2000, c. T-7; and the *Petty Trespass Act* (Alberta), RSA 2000, c. P-11, in addition to any liability that may attach civilly or under the *Criminal Code*, RSC 1985, c. C-46.

Any fee imposed pursuant to the prosecution of an offense under this section inures to the benefit of the Board in accordance with the Act.

Category	Library Premises Use and Safety
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta

## Confidentiality of User Records

The definition, collection, use, and disclosure of personal information are conducted in accordance with FOIPP and its associated regulations.

A Library Member will be given access to personal information contained in the Library Member's record upon request and without charge. A fee may be charged for other information in accordance with FOIPP.

Category	Library Premises Use and Safety
Statutory	Yes
Approval History	2020. 2015.
Approval	Avnish Mehta



## Public Access Network

As a vital community connection to the world of information and ideas, the Library provides access to the internet. This access is provided to support patrons in their lifelong learning pursuits and as a complement to traditional materials. The Library provides access to the internet and other electronic resources through its Public Access Network (Network).

Access to the Network is governed by the Library's *Public Access Network Terms of Use*. [The Board delegates its authority to the Chief Executive Officer for the administration of the Public Access Network Policy.](#)

### Intellectual Freedom

While Library staff may assist patrons, the ultimate right and responsibility for the choice and use of internet resources rests with the individual. The Library endorses the Canadian Federation of Library Associations' *Position Statement on Intellectual Freedom*, the City's resolution on Freedom to Read Week, and the International Federation of Library Associations and Institutions' *Statement on Libraries and Intellectual Freedom*.

The Library does not advocate the ideas and opinions found in internet resources. The availability of information does not indicate endorsement of its content by the Library. The Library recognizes that some resources may be regarded as controversial, unconventional, or unpopular.

### Parental Responsibility

Responsibility for children's or teens' choice and use of resources rests with their parent(s) or legal guardian(s). It is the responsibility of parents or guardians to block internet access or choose unfiltered access for their children and teens and to guide their children's and teens' internet activity.

Category	Library Premises Use and Safety
Statutory	No
Approval History	2020. 2016. 2015.
Approval	Avnish Mehta

## Record of Updates

<b>Date:</b>	<b>Update:</b>
2020 November	Full Review
2018 December	Fees Policy
2017 September	Risk Policy
2017 January	Compensation for the Chief Executive Officer
2016 June	Public Access Network Policy

## Equity and Belonging Policy

Calgary Public Library values and prioritizes equity, diversity, inclusion, and accessibility for all. The Library is committed to ensuring that people feel a sense of belonging in library spaces and have fair and equitable access to library services regardless of ancestry, place of origin, race, education, beliefs, race, income or source of income, religious beliefs, family status, marital status, gender, age, sexual orientation, gender identity, gender expression, or physical or mental disabilities.

Calgary Public Library endorses the [Canadian Federation of Library Associations' Position Statement on Diversity and Inclusion](#) and is a signatory on both the [Urban Libraries Council Statement on Race and Social Equity](#), and the [Canadian Urban Libraries Council Statement on Race and Social Equity](#).

The Board recognizes that meaningful progress in this area requires a personal and collective commitment. Achieving transformational internal and external changes needs collaborative action to support and celebrate the diversity of experience, knowledge, and skills at the Library.

The Board endorses the Calgary Public Library's [Equity, Diversity, and Inclusion Commitment Statement](#).

### Definitions:

Accessibility – the degree to which a space or service is available.

Diversity - All the ways in which people differ and how that is represented in spaces and services.

Inclusion – The act of transforming systems and structures to ensure that all individuals are welcomed, supported, respected, and valued, and that barriers to contribution are removed.

Equity - Fair treatment, access, and opportunities ensure that everyone is provided with an opportunity to succeed and grow.

Belonging – the feeling of being able to bring one's whole self to a place or situation, to be seen and heard and connected to a shared purpose with both the people and the environment around them.

Category	Board
Statutory	No
Approval History	2022
Approval	

Approved Minutes  
**Strategy and Community Committee**  
Online via Microsoft Teams  
Wednesday, April 13, 2022  
5:30 pm

**In Attendance:**

**Board**

Crystal Manyfingers (Chair)  
Al-Karim Khimji  
Evan Legate  
Sheeba Vijayan

**Regrets:**

Sandy Gill

**Administration**

Sarah Meilleur, *CEO*  
Mary Kapusta, *Director, Communications and Engagement*  
Paul Lane, *Director, Strategy and Planning*  
Amanda Robertson, *Executive Assistant*  
Heather Robertson, *Director, Service Design and Innovation*  
Shannon Slater, *Director, Visitor Experience (Term)*  
Scott Stanley, *Director, Technology (Term)*

**Guests**

Barb Gillard, *Service Delivery Manager (Visitor Experience Team)*  
Trevor Myers, *Business Analyst, Strategic Planning*  
Jennifer Waugh, *Service Delivery Manager (Visitor Experience Team)*

**1. Meeting Opening**

Evan Legate respectfully opened the meeting with a Treaty 7 land acknowledgement.

**2. Review of Agenda**

**MOVED** by Evan Legate that the agenda for April 13, 2022 be approved as presented.

Carried unanimously

**3. Approval of Minutes**

**MOVED** by Evan Legate that the minutes of the March 9, 2022 meeting be approved as presented.

Carried unanimously

#### **4. Business Arising**

None.

#### **5. Q1 2022 Strategic Scorecard Review**

Trevor Myers presented highlights from the Q1 2022 Strategic Scorecard Update. The Q1 2022 report includes results in the How Much category, which captures the number of times members access Calgary Public Library services. The How Well and Better Off categories are reported later in the year.

All Library locations were open for the duration of the reporting period. Whereas prior reports were heavily impacted by public health restrictions, Q1 2022 was a period of comparative stability. This consistency of service helped re-establish and meet key performance indicator (KPI) targets.

Circulation performed very well in Q1 with digital circulation continuing to be a strong driver. There were 50% more digital checkouts in Q1 2022 than in Q1 2019. Physical circulation was the highest it had been since the beginning of the global pandemic. Requests for curbside holds pickup and the Build a Book Bag service have both decreased considerably.

The initial surge of member use for virtual learning resources as seen early in the pandemic has reduced and is now showing parity with 2019.

Both Programs and Outreach exceeded their targets. Programs were attended by an average of 23 participants for every class, compared to 17 participants in Q1 2019. This may indicate the ability of virtual programming to remove some of the barriers presented by exclusively in-person programming. Outreach was also predominately virtual in Q1 2022 and showed the value of connecting with members by digital means, with a total of 24,000 students and educators reached through only three online school presentations.

Computer, wireless internet, and printing use all performed well in the reporting period. All measures showed month-over-month growth from December 2021 to the end of Q1, with each rising between 50 and 60% in that period. Physical visitation, the primary driver of technology use, has shown a similar upward trend during the same period.

Growth in these measures is expected in the coming reporting periods as the Library continues to reactivate its spaces and more traditional service offerings, and targets have been set accordingly to reflect anticipated growth as a part of community recovery from the global pandemic.

2022 targets for circulation, computer use, wireless internet use, and printer use were established based on percentages of 2019 actual results from the same period, scaling up through the year. For Q1 2022, targets are 50% of Q1 2019, Q2 2022 targets are 60% of Q2 2019, Q3 2022 targets are 70% of Q3 2019, and Q4 2022 targets are 80% of Q4 2019.

2022 targets for virtual learning, programs, and outreach were set based on trends continuing from 2021. Virtual learning targets are 10% lower than 2021 actuals for the same periods.

Programs and outreach targets will be doubled each quarter as a continuation of the trends seen since Q4 2021. Programs and outreach have been limited by availability and restrictions rather than by user demand, so the doubling in targets represents the Library's expectation to continuously increase its capacity to meet those demands.

**MOVED** by Evan Legate that the Q1 2022 Strategic Scorecard Review be received for information as presented.

Carried unanimously

## **6. Board Retreat Review**

The Committee discussed the March 12, 2022 Board Retreat and agreed that both the Equity, Diversity, and Inclusion policy planning session and the strategic planning session had been a productive use of the Board's time. No feedback for improvement was provided at this time.

## **7. Spotlight Report on Pandemic Response and Economic Recovery: Reactivating Locations**

Barb Gillard and Jen Waugh presented highlights from the Visitor Experience Team (VET) report, which was prepared to provide context on the Library's pandemic response and support for economic recovery in the community.

The report highlighted the ways in which VET is supporting staff in reactivating physical spaces and in-person services to provide exceptional visitor experiences at all Library locations. During the pandemic, VET has been focused on pandemic response and has assisted in creating adaptable service models, tools, and supports based on changing public health restrictions. In 2022, VET is focused on reintroducing pre-pandemic services and assessing pandemic-era initiatives for either retirement or more permanent adoption into the Library's long-term operations.

VET is also overseeing a new Visitor Experience Principles training course being introduced to all staff, whether their roles include public interaction or not. This training will help staff understand and apply the principles to their interactions with their colleagues as well as the public. This training will also support staff in discovering a shared sense of purpose within the Library's strategic plan and objectives.

Administration advised that the Board Handbook will contain a copy of the Visitor Experience Principles going forward:

- We are Welcoming and Present
- We are Here to Help
- We Seek to Understand and Share
- We Enjoy and Value Our Work
- We Support Our Colleagues

**MOVED** by Evan Legate that the Visitor Experience Team report be received for information as presented.

Carried unanimously

## 8. Strategic Plan Development

Paul Lane reviewed key dates and deliverables for the strategic planning process in Q1 and Q2 2022. As indicated in the planned timeline and as an outcome from the March 12, 2022 Board Retreat strategic planning session, the Committee reviewed a draft Vision and Mission that was unchanged from the previously approved version. The Committee agreed that no changes to the Vision or Mission are needed at this time.

**MOVED** by Crystal Manyfingers that the Strategy and Community Committee recommend the draft *Vision* and *Mission* to the Calgary Public Library Board for approval as presented.

Carried unanimously

The Committee reviewed the draft *Values* and responded favourably to the replacement of the value “Inclusion” with “Equity”. Administration asked that any additional thoughts or feedback on the *Values* be provided by the Committee before the draft is finalized and presented for approval at the May 11, 2022 meeting along with a first draft of the *2023-2026 Strategic Priorities*.

Task	Responsible	Deadline
Provide additional feedback to Administration on the draft <i>Values</i> as applicable.	Committee	May 6, 2022

## 9. Workplan Review

No changes were proposed to the workplan by the Committee or Administration.

## 10. Other Business

None.

## 11. Adjournment

**MOVED** by Evan Legate that the meeting be adjourned at 6:30 pm.

Transcribed by Amanda Robertson

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Crystal Manyfingers  
Committee Chair

Approved Minutes  
**Strategy and Community Committee**  
Online via Microsoft Teams  
Wednesday, May 11, 2022  
5:30 pm

**In Attendance:**

**Board**

Crystal Manyfingers (Chair)  
Al-Karim Khimji  
Evan Legate  
Sheeba Vijayan

**Administration**

Sarah Meilleur, *CEO*  
Mary Kapusta, *Director, Communications and Engagement*  
Paul Lane, *Director, Strategy and Planning*  
Alexis Apps, *Senior Executive Assistant*  
Heather Robertson, *Director, Service Design and Innovation*

**Regrets**

Sandy Gill

**Guests**

Kate Schutz, *Service Design Lead*

**1. Meeting Opening**

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

**2. Review of Agenda**

**MOVED** by Evan Legate that the agenda for May 11, 2022 be approved as presented.

Carried unanimously

**3. Approval of Minutes**

**MOVED** by Evan Legate that the minutes of the April 13, 2022 meeting be approved as presented.

Carried unanimously

**4. Business Arising**

None.



## **5. Spotlight Report on Supporting Children and Youth: Strategy for School Age Children**

Kate Schutz presented highlights from the Spotlight Report on Supporting Children and Youth: Strategy for School Age Children. The Library classifies school age children as being from age 5 to 12 and in elementary school. This portfolio also includes the Library's ongoing relationships with educators and school board partners responsible for this age group.

The report identified five emerging needs: literacy learning loss attributed to the pandemic; a new curriculum introduced for kindergarten to grade 4; Reconciliation and Equity, Diversity, and Inclusion; school readiness; and out-of-school hours.

Alberta students from kindergarten to grade 3 have had a noticeable gap in their literacy skills since the beginning of the pandemic. This has had a more significant impact on students with less reading support at home. Because reading skills must be explicitly and progressively taught, 75% of children who do not overcome reading difficulties by the end of grade 3 will not overcome those difficulties at all. School boards have been given additional funding to support this literacy loss and this shift in focus is expected to have an impact on the types and amount of support requested from the Library in the near future.

Educators working with students from kindergarten to grade 4 will be engaging with a new curriculum this fall. The Library will continue to work closely with school boards to assess evolving needs in connection with curriculum, and design and deliver support services accordingly.

The Library has been receiving an increased number of requests to support teachers in the classroom in the areas of Equity, Diversity, and Inclusion as well as Reconciliation and Indigenous education. Educators are also seeking information and resources to consider when addressing questions of gender diversity, anti-racism, learning challenges, and social justice education in the classroom as well as to help provide the most inclusive learning environments possible for Calgary's diverse student population.

School readiness has been recognized for some time as an area of focus for the Library, and this need has emerged with even greater demand since the pandemic delayed some families in enrolling their children in preschool and kindergarten. School board partners have noticed an increase in kindergarten registration for the 2022/2023 school year after two years of decline. This is a timely opportunity for the Library to provide extra supports to families experiencing gaps as they learn the importance of registering for kindergarten as well as what school readiness means for children and their caregivers.

There is a shortage of before and after school care in Alberta with only 11% of school-age children able to be accommodated in licensed after school childcare. Parents, particularly those returning to office work after an extended period working from home, are looking for options to engage their school-age children when affordability and availability for private, formal programs are critical barriers. The Library is a place where children often spend their time during out of school hours and there is continued opportunity to adapt library services to accommodate their needs, including the use of existing tools such as the Questionarium.

Schutz provided highlights from other areas of focus in the Library's strategy for school-age children, such as increased use of eResources, the popular Kindergarten Book Bag initiative, a school readiness video targeting newcomer families, family reading kits, Napi's World, Ultimate Summer Challenge, and LitCon.

**MOVED** by Evan Legate that the Spotlight Report on Supporting Children and Youth be received for information as presented.

Carried unanimously

## 6. Strategic Plan Development

Paul Lane reviewed the key dates and deliverables for the strategic planning process and noted progress to date. The Committee reviewed the draft *Values* that had first been proposed in April 2022 and circulated for feedback. The Committee agreed that the Values presented are an excellent reflection of the discussion at the Board retreat and set the right tone for the 2023-2026 Strategic Plan.

**MOVED** by Evan Legate that the Strategy and Community Committee recommend the 2023-2026 Strategic Plan *Values* to the Calgary Public Library Board for approval as presented.

Carried unanimously

The Committee reviewed the draft *Strategic Priorities* and discussed whether they represented the Library's current, evolving, and aspirational work in the community. The Committee responded favourably to the contents of the draft and agreed with the specified areas of focus due to the Library's unique opportunity to take the lead in these areas within the community while acknowledging additional areas where other community organizations are better positioned to fill gaps with support from the Library. The *Strategic Priorities* are a broad reference point to serve as a framework and will allow the work of the Library to include more specific goals and initiatives over the four years of the 2023-2026 Strategic Plan.

Administration asked that any additional thoughts or feedback on the *Strategic Priorities* be provided to Leadership by the Committee before the draft is finalized and presented for approval at the June 8, 2022 Committee meeting before being recommended to the Board for final approval on June 22, 2022.

Task	Responsible	Deadline
Provide additional feedback to Administration on the draft <i>Strategic Priorities</i> as applicable.	Committee	June 1, 2022

## 7. Workplan Review

No changes were proposed to the workplan by the Committee or Administration.

**8. Other Business**

None.

**9. Adjournment**

**MOVED** by Evan Legate that the meeting be adjourned at 6:25 pm.

Transcribed by Amanda Robertson

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Crystal Manyfingers  
Committee Chair

**Unapproved Minutes**  
**Strategy and Community Committee**  
Online via Microsoft Teams  
Wednesday, June 8, 2022  
5:30 pm

**In Attendance:**

**Board**

Andrew Rodych (Acting Chair)  
Sandy Gill  
Evan Legate  
Crystal Manyfingers  
Kourtney Penner  
Sheeba Vijayan

**Administration**

Sarah Meilleur, *CEO*  
Mary Kapusta, *Director, Communications and Engagement*  
Paul Lane, *Director, Strategy and Planning*  
Alexis Apps, *Senior Executive Assistant*  
Heather Robertson, *Director, Service Design and Innovation*

**Regrets**

Al-Karim Khimji

**Guests**

Kelli Morning Bull, *Service Design Lead*

Andrew Rodych chaired the meeting on behalf of Committee Chair Crystal Manyfingers.

**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 June 8, 2022 be approved as presented.

Carried unanimously

**3. Approval of Minutes**

**MOVED** by Evan Legate that the minutes of the May 11, 2022 meeting be approved as presented.

Carried unanimously

**4. Business Arising**

None.

## **5. Spotlight Report on Building Community Resiliency: Indigenous Services**

Kelli Morning Bull presented highlights from the Spotlight Report on Building Community Resiliency: Indigenous Services. A key element of the Indigenous Services portfolio includes creating opportunities for learning and engagement in support of Truth and Reconciliation as outlined in the [Truth and Reconciliation Commission Calls to Action](#) and the [White Goose Flying Report](#).

Morning Bull reviewed four key areas of focus within the Library's Indigenous Services, highlighting initiatives and actions undertaken in the past year and planned for the near future: Elder in Residence, a Land Acknowledgment initiative, Calgary Stampede programming, and National Indigenous History Month 2022.

The Elder in Residence was a pilot residency program with Elder Adrian Wolfleg, a member of the Library's Elders' Guidance Circle program. This residency was used to support staff on their Reconciliation journeys. Staff were able to meet with the Elder as a department or one-on-one, with coaching beforehand from members of the Indigenous Services team to understand tobacco protocols as well as how to behave and speak in a culturally appropriate manner. Over 200 staff also attended a series of workshops with the Elder on topics including appreciation versus appropriation, medicine wheel teachings, and the legacy of residential schools.

The Library's internal Truth and Reconciliation Stewardship team has been working for over a year on a standard land acknowledgment for the Library. This work has been done by collaborating and engaging with Elders in developing the acknowledgment itself as well as tools to support staff and visitors, such as an audio pronunciation guide. The Library is continuing to work with Elders to record greetings, Nation names, and other key words that will be useful for staff and visitors while respecting the diverse dialects of the Treaty 7 Nations. This land acknowledgment will be unveiled in Q3 2022 through plaques being installed in all locations.

Land acknowledgment work has also continued for staff through "The Land We Live On" community programs, held in March 2022. This four-part course was co-presented by four Elders' Guidance Circle members along with Indigenous staff, who spoke to their lived experiences and knowledge of the land from a cultural perspective. These sessions drew from Blackfoot, Tsuut'ina, Iethka Stoney Nakoda, and Métis perspective to create awareness of the diversity in Treaty 7.

Morning Bull reviewed the Library's participation in Calgary Stampede programming in 2021, which saw popular and successful sessions hosted at Elbow River Camp. Tipi holders who viewed the programming provided positive feedback and had opportunities to learn more about what the Library offers. In 2022, the partnership will be expanded with the Library hosting eight storytime programs. The Treaty 7 children's language book authors will be invited to read their books and share their language with the audience. A story walk will be included to increase access for children and parents.

June is National Indigenous History Month. This year, the opening ceremony was hosted at Memorial Park Library and included a mini-powwow, traditional games demonstrations, and storytimes. The event was intended to and succeeded in connecting non-Indigenous and Indigenous communities in a shared celebration. For the rest of the month, the Library will host a wide variety of learning and engagement opportunities, such as storytimes, land acknowledgment flannel graphs, frybread-making workshops, and Elders sharing stories of their

favourite childhood pastimes. Community partners will be providing programming throughout the month as well, with film screenings, discussions, and a keynote address by Chief Wilton Littlechild. This year's closing ceremony at Central Library will feature performances by traditional and contemporary Indigenous musicians.

Sarah Meilleur advised that hiring and retaining Indigenous staff members remains a priority, with particular focus being paid to it by Human Resources and Library leadership at this time. Internal and external engagement, research, and examination of best practices will continue to inform the Library's approach.

**MOVED** by Sandy Gill that the Spotlight Report on Building Community Resiliency be received for information as presented.

Carried unanimously

## 6. Strategic Plan Development

Paul Lane reviewed the key dates and deliverables for the strategic planning process and noted progress to date. The Committee previously reviewed and recommended the draft *Mission*, *Vision*, and *Values* be reviewed and approved by the Board.

The Committee reviewed the draft *Strategic Priorities* that had been revised since the May 11, 2022 meeting. The *Strategic Priorities* remain a broad reference point to serve as a framework for the Library to iterate more specific goals and initiatives over the four years of the 2023-2026 Strategic Plan.

The Committee directed Administration to make broad changes and reconsiderations in the draft, such as: adjusting verb conjugation to one consistent tense throughout the text; erring towards broader language allowing more flexibility in implementation; adjusting language where relevant to refrain from promising results outside the Library's control; and choosing language that emphasizes differences and diversity as something to celebrate rather than overcome.

The Committee directed Administration to prepare a revised version of the to be presented for approval at the June 22, 2022 Board meeting. Any Committee members wishing to provide feedback before that time were directed to send it directly to Administration before the meeting materials are distributed on June 17, 2022.

Task	Responsible	Deadline
Provide additional feedback to Administration as applicable.	Committee	June 17, 2022

**MOVED** by Sandy Gill that the draft *Strategic Priorities* be received by the Strategy and Community Committee for information, subject to conforming revisions, and that the revised *Strategic Plan Development* be recommended to the Board for approval.

Carried unanimously

## **7. Workplan Review**

No changes were proposed to the workplan by the Committee or Administration.

Mary Kapusta advised that the September meeting will include a report about facility planning. This summer, the Board will receive a facility planning brief prepared by Paul Lane and Sarah Meilleur as they continue to discuss this topic with representatives from the City of Calgary. The Board will be kept informed as these conversations progress.

## **8. Other Business**

None.

## **9. Adjournment**

**MOVED** by Crystal Manyfingers that the meeting be adjourned at 6:35 pm.

Transcribed by Amanda Robertson

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Andrew Rodych  
Committee Chair

## CALGARY PUBLIC LIBRARY STRATEGIC PLAN DEVELOPMENT

### KEY DATES AND DELIVERABLES

May 6            S&C Package includes drafts for approval (Values) and materials for review and discussion (Strategic Priorities)

May 11          S&C Meeting with Strategic Planning

*Actions:*

- *Approve revised Values*
- *Provide feedback and recommendations on Strategic Priorities*

June 3           S&C Package includes drafts for approval (Strategic Priorities) and draft full package

June 8           S&C Meeting with Strategic Planning

*Actions:*

- *Confirm Strategic Priorities*
- *Provide final feedback and recommendations on Strategic Plan outline*

June 22          Board Meeting

*Actions:*

- *Strategic Plan presented to Board for approval*



## STRATEGIC PLAN CONTENT FOR REVIEW AND APPROVAL

Vision Potentials Realized

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

Values **Equity**

Equity is a necessary condition for all members of our community to reach their full potential. Equity in opportunities, resources, and treatment will lead to dignity and belonging for all.

The Library has an important role in reducing barriers and creating equitable access to learning and enrichment. To create meaningful engagement, we must fully recognize and honour our differences and challenge ourselves to act with accountability and influence.

### **Curiosity**

A commitment to learning is rooted in curiosity. We seek to learn and understand, to challenge assumptions and hear new voices to propel creativity and innovation so that we can better serve our community.

The Library will seek out fresh perspectives and explore new ideas to ensure that our aspirations are bold enough to create positive change.

### **Collaboration**

Change and innovation at the Library are driven by collaboration. Meaningful engagement with our members, partners, and peers drives our decision-making and ability to deliver impactful service.

The Library works smarter and creates greater impact when it leverages the strengths and resources of itself and others, in respectful relationships.

## Priorities

### **Create Purpose Together**

The Library provides tools and spaces for those engaged with intellectual freedom and the exchange of ideas to receive insight and create connections to move forward.

The Library must be a convener and facilitator of conversations and partnerships around the issues important to building a better future for Calgary. We help our community heal and grow stronger by providing opportunities for meaningful dialogue, shared understanding, and respectful collaboration.

### **Champion A Sense of Belonging**

The Library is committed to listening to, learning from, and building relationships with local Indigenous communities in the spirit of Truth and Reconciliation. Together, we will continue to work to increase community awareness and understanding of Indigenous ways of being, knowing, and doing, as well as the impacts of colonization.

The Library is committed to building empathy, dignity and understanding for all community members as we respect and celebrate the diversity of lived experiences, and support everyone's ability to participate and contribute to society. Everyone belongs at the Library.

### **Energize Lifelong Learning**

The Library believes in the power of literacy and life-long learning to help shape meaningful lives through personal agency and resiliency. The equitable development of foundational learning and life skills requires a needs-driven perspective to ensure everyone can realize their potential.

We support personal growth and adaptation and motivate our community to take a journey of discovery and embrace the possibilities of change. Whether leading or supporting the work of others, we aim to bring delight, wonder, inspiration, and laughter to learning.

**Unapproved Minutes**  
**Audit and Finance Committee Meeting**  
**Calgary Public Library Board**  
Online via Microsoft Teams  
Tuesday, April 26, 2022  
5:30 pm

**In Attendance:**

**Board**

Evan Legate (*Chair*)  
Andrew Rodych

**Regrets**

Sandy Gill  
Sheeba Vijayan

**Administration**

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

**1. Treaty 7 Opening**

Evan Legate respectfully opened the meeting with a Treaty 7 land acknowledgement.

**2. Review of Agenda**

**MOVED** by Andrew Rodych that the April 26, 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 March 22, 2022 meeting be approved as circulated.

Carried unanimously

#### **4. Business Arising**

None.

#### **5. Finance Organizational Chart Annual Review**

Chae Jun presented the Finance department's organizational chart and succession plan. There were no changes in reporting structure since the Committee's initial review of this document in 2021.

**MOVED** by Andrew Rodych that the Audit and Finance Committee receive the Finance Organizational Chart for information as presented.

#### **6. Q1 2022 Controller's Report and Financial Review**

Chae Jun presented highlights from the Q1 2022 Controller's report. The reporting period ended with a slight excess of revenue over expenses. There were some favourable variances, but they are expected to stabilize over the course of the year and will continue to be monitored. The most significant favourable variance is from salaries and benefits left unused due to vacant positions and leaves of absence. The surplus from these variances will be reallocated by Administration and reported to the Board in Q2 2022.

Net Financial Assets were \$8.5M at the end of the reporting period with a strong cash balance. Receivables are comprised primarily of the Provincial grant accrual of \$1.7M and a \$1.2M capital transfer from the City of Calgary. The increase in deferred revenue is due to insurance proceeds received for the Saddletowne Library roof and siding project.

**MOVED** by Andrew Rodych that the Q1 2022 Controller's Report and Financial Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

#### **7. Q1 2022 Risk Review and Annual Risk Review**

Trevor Myers presented highlights from the Q1 2022 Risk Register.

Myers reviewed changes to the register that have taken effect from the beginning of 2022 in a continuous effort to make adaptive improvements to the way the Library assesses risk within the broad categories of Relevance, Finances, Security, and Operations.

Within the Finance risk category, both Net Financial Assets and Fraud will now be reported in Q4 rather than each quarter. The Municipal Grant per Capita measure will now be reported annually in Q1 rather than in Q3.

Within the Operations risk category, the Volunteer Support metric has changed. Previously, this was a percentage of volunteer opportunities filled. This is now instead presented as the number of volunteers per 10,000 members of Calgary's population to better assess community support for the Library. Another Operations measure, Staff Engagement, has been replaced by Staff Turnover. Because of the variability in staff engagement surveying since the beginning of the pandemic, the more timely and relevant information may be found in the quarterly turnover rate.

Of the nine risk measures updated in Q1, five were categorized in the low threat range. Three were in the medium threat range: Volunteer Support; Operating Cost per Use; and Municipal Grant per Capita.

The new Volunteer Support metric has been retroactively reported to demonstrate the high number of volunteers per capita between 2018 and 2020. This dropped to zero at the beginning of the pandemic as no volunteer roles were available and has slowly increased with the gradual return to in-person services. Volunteer support is expected to increase throughout 2022 as new and reintroduced roles become available.

Operating Cost per Use was \$1.70 per use of services such as visits, circulation, program attendance, technology use, and reference questions. This is above the target of \$1.55 but remains far below the national median of \$3.02 per use. This measure is expected to stabilize below its target as the return to in-person services continues to increase.

Municipal funding has remained stable, though in the face of a growing population and notable inflation. This means the Municipal Grant per Capita has decreased from \$41.05 to \$40.70 since this measure was last reported in Q3 2021.

The one measure in the high threat range during this reporting period was Central Library Incidents. In Q1 2022 there were 11.27 reported incidents per 10,000 visits to Central Library, approximately 50% of which occurred in the exterior vicinity of the building. When excluding incidents in the Library's exterior and in the public elevator vestibule accessible from the building's exterior, this number decreases to 5.77 and falls within the medium threat range. Incidents occurring inside the building were typically related to drug use identified in the restrooms and often resulted in further reported incidents through the damage and vandalism of equipment and facilities. The Library is continuing to take steps intended to mitigate these incidents with notable progress being made by security staff as they cultivate ongoing, positive relationships with visitors known to congregate regularly outside the building.

**MOVED** by Andrew Rodych that the Q1 2022 Risk Review and Annual Risk Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

## **8. Workplan Review**

The Committee reviewed the workplan and noted that the Library has not been asked to present its audited financial statements to the City's Audit Committee, so this item will be removed from the 2022 workplan.

## **9. Other Business**

None.

## **10. Adjournment**

**MOVED** by Andrew Rodych that the meeting be adjourned at 6:37 pm.

Transcribed by Amanda Robertson

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Evan Legate  
Committee Chair

**Report to the  
Calgary Public Library Board  
Audit and Finance Committee  
January 26, 2022**

**Risk Register Update for Q1 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 Q1 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. Changes for 2022**

One measure has been replaced for the 2022 reporting cycle. Additionally, the reporting periods for several measures have been altered for efficiency and conciseness. Lastly, the presentation of one metric has changed to better capture potential risk.

Under the Operations category of risk, the Volunteer Support metric has changed; previously reported as a percentage of volunteer opportunities filled, it is now presented as the number of volunteers per 10,000 members of population. This change is intended to better reflect overall interest in volunteering and help guide mitigation efforts if necessary.

Under the Finance category of risk, the reporting period for several measures has changed. Both Net Financial Assets and Fraud, traditionally reported each quarter, will

now only be reported in Q4. Additionally, the Municipal Grant per Capita measure will now be reported in Q1 rather than Q3.

Under the Operations category of risk, the Staff Engagement measure has been replaced by Staff Turnover. Given the barriers to surveying staff opinion during this challenging time, the Staff Engagement measure was of diminishing value. Staff Turnover seeks to highlight staff loyalty and engagement under a different lens by comparing end of employment during the quarter to the overall staff complement.

#### IV. CURRENT RESULTS

There are currently 13 risk factors under active monitoring, 9 of which were updated for this report. Updated measures are indicated by bold typeface on the summary page at the front of the attached dashboards.

Of these 9 risk factors, 5 have been categorized in the low threat range, 3 in the medium threat range, and 1 in the high threat range. Several risk thresholds (targets) have been modified to reflect closure and forecasted activity levels.

Range	# of Measures	Notes
	5	
	3	Volunteer Support, Operating Cost per Use, Municipal Grant per Capita
	1	Central Library Incidents

All Library locations were open to the public through the entirety of this quarter. Many services were reduced due to provincial public health mandates in January and February, including in-person programming, early learning centers, and room bookings. On March 1, several mandates were lifted, including metered access and face covering bylaws. In-person services are being reintroduced throughout Q2.

Volunteer Support has traditionally been calculated as the percentage of placed volunteers relative to the number of opportunities. To better determine risk and represent public interest in volunteering, this measure is now represented as the number of volunteers per 10,000 population. This measure is expected to increase as more volunteer opportunities become available through the reactivation of in-person programming.

Operating Cost per Use continues to be above desired levels. Overall Library usage is expected to continue to increase throughout 2022 however, and the next report in Q1 2023 is expected to be more favorable. Along with Operating Cost per Use, Municipal Grant per Capita will be reported in Q1. The City grant this year is akin to previous years, and while below ideal levels, has not resulted in significant risk to Library operations.

The new Staff Turnover measure replaces Staff Engagement. While useful at the time, staff surveying of this nature has become increasingly difficult to conduct and pre/post pandemic results would be challenging to compare and draw value from. Staff Turnover seeks to represent that engagement in a different way, highlighting loyalty and staff retention.



This quarter represents the highest number of reported Central Library incidents since tracking began in 2015. This was partially due to increased drug use, both inside and outside the Library doors. If excluding all incidents occurring on the exterior of the Library, this KPI drops from 11.27 to 7.21. If excluding incidents occurring in the East public elevator vestibule, this drops further to only 5.77. The high volume of incidents in the Library's exterior vicinity mirror that seen by other civic partners, and while not as direct a safety risk to members and staff as interior incidents, still warrant close tracking.

**V. CONCLUSION**

The reduction of public health restrictions, though only enacted in the last month of the quarter, is already translating to an increase in member use. Many use measures, from visits, to checkouts, to computer use, increased by a statistically significant amount during the month of March. Nearly every risk measure is impacted by member visitation to a small or large degree, and as members begin to return to our facilities in larger numbers, these risk measures are expected to continue to improve. Though it is perhaps too soon to definitively state the worst of the pandemic is behind us, the positive growth seen during this and the previous quarter, and the growth expected for Q2 2022, represent a return to more traditional levels of Library service.

**VI. RECOMMENDATION**

1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q1 2022***, to the Calgary Public Library Board.

Trevor Myers,  
Business Analyst, Corporate Services

att: Q1 2022 Risk Register

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

## Q1 2022 Risk Register Overview

### Relevance

#### Active Memberships

**55%**

Target: 50%  
(+9.77%)

Next Update Q2 2022

#### Satisfaction Score

**4.8**

Target: 4.5 (+6.67%)

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%)

Next Update Q1 2023

#### Municipal Grant per Capita

**\$40.70**

Target: \$42.00  
(-3.09%)

Next Update Q1 2023

### Operations

#### Building Visits

**1.00M**

Target: 0.95M  
(+5.18%)

Next Update Q2 2022

#### Website Visits

**1.31M**

Target: 1.25M  
(+4.82%)

Next Update Q2 2022

#### Library Space per Capita

**0.44**

Target: 0.50 (-12%)

Last Reported Q4 2021

#### Staff Turnover

**3.0%**

Target: 3.0% (+0%)

Next Update Q2 2022

### Security

#### Community Library Incidents

**0.83**

Target: 1.50  
(-44.67%)

Next Update Q2 2022

#### Central Library Incidents

**11.27**

Target: 4.50  
(+150.44%)

Next Update Q2 2022

# Relevance - Active Memberships

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

55%

Target: 50% (+9.77%)

Low >50%   Medium 45-50%   High <45%



Quarter	Act vs. Tar
Q2 2019	114.0%
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%

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 - 726,534  
Current Population - 1,323,700  
New Members registered during Q1 2022 - 23,646

At 726,534 active members, membership was the highest it has been since March 2020. 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 39.9 (MBNCanada, 2020).

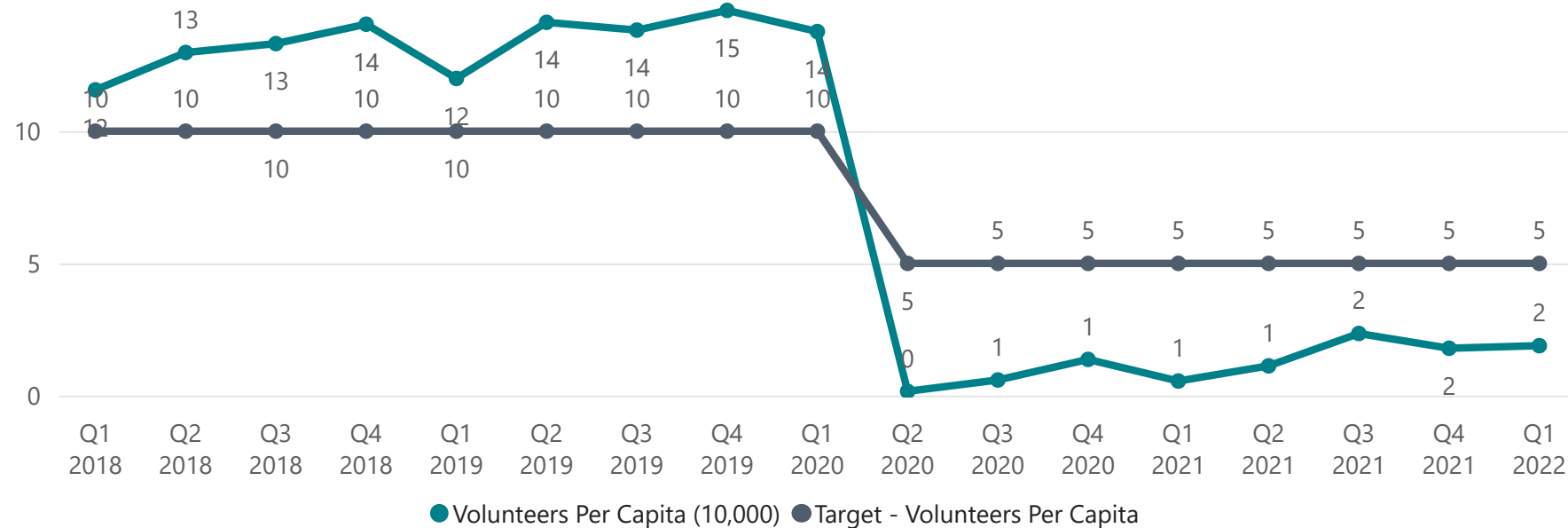
# Operations - Volunteer Support

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

2

Target: 5 (-62.23%)

Low >5 Medium 2-5 High <2



Quarter	Act vs. Tar
Q2 2019	141.2%
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%

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 - 250  
Volunteer Opportunities Q1 2022 - 485  
Volunteer Placements Q1 2022 - 473 (98%)

In-person volunteering decreased compared to Q4 2021, with roughly 70 fewer volunteer opportunities. Volunteer opportunities are dependent on program offerings and are heavily affected by the the ability to run in-person activities.

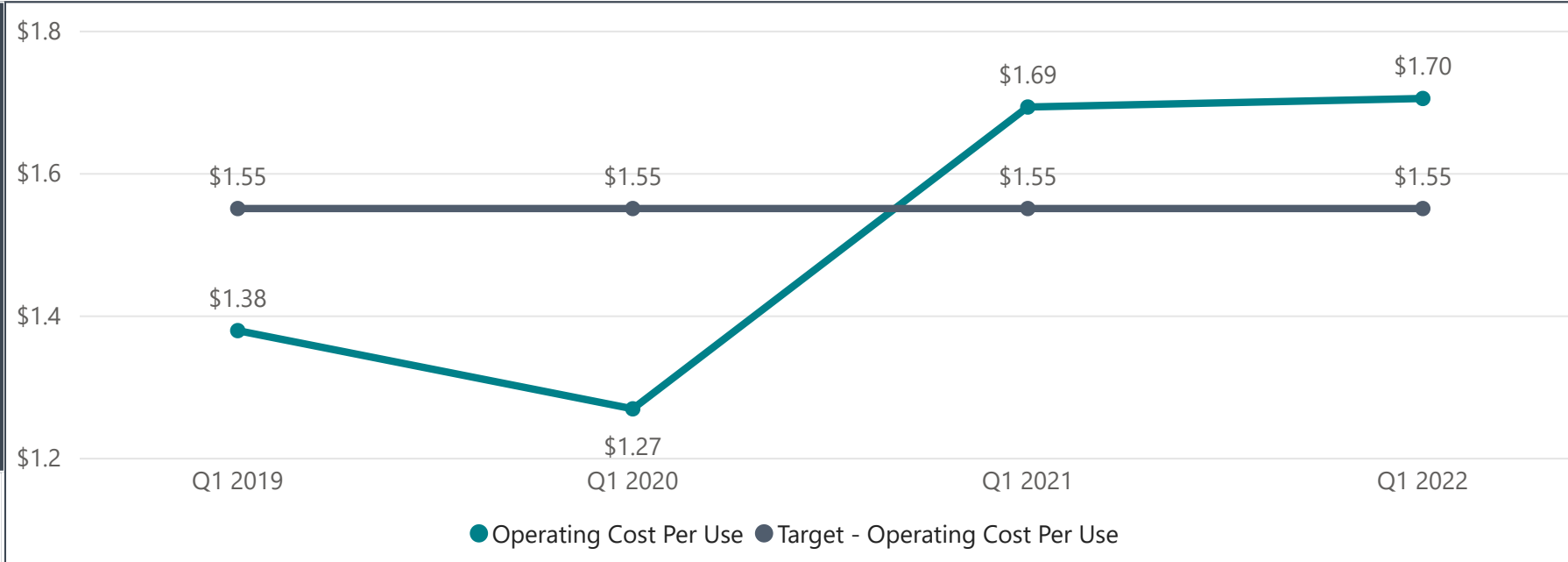
Volunteer support is expected to increase throughout 2022, as in-person programs are reintroduced throughout the system.

# Finance - Operating Cost per Use

The total operating cost divided by the sum of common uses.  
Reported annually in Q1 - Updated March 2022

**\$1.70**

Target: \$1.55 (+9.97%)



Quarter	Act vs. Tar (Decrease is Good)
Q1 2019	88.9%
Q1 2020	81.8%
Q1 2021	109.2%
Q1 2022	110.0%

Low Medium High  
<\$1.55 \$1.55-1.75 >\$1.75

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

## Mitigation Actions

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

## Commentary

Operating Cost 2021 - \$52,359,827  
Total Uses 2021 - 30,716,753  
Operating Cost per Use 2021 - \$1.70

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

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

Calgary Public Library’s cost per use is well below the national median of \$3.02 (MBNCanada, 2020).

## Finance - Municipal Grant per Capita

The municipal operating grant divided by the population of the legal service area.  
Reported annually in Q1 - Updated March 2022

# \$40.70

Target: \$42.00 (-3.09%)

**Low** **Medium** **High**  
>\$42 \$39-42 <\$39



Quarter	Act vs. Tar
Q3 2018	96.5%
Q3 2019	97.1%
Q3 2020	93.2%
Q3 2021	97.7%
Q1 2022	96.9%

Consistent and adequate funding is a driver of success in achieving the aims of the Strategic Plan. [Commentary.](#)

### Mitigation Actions

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

Municipal Grant 2022 - \$53,877,720  
Current Population - 1,323,700  
Municipal Grant per Capita 2022 - \$40.70

By comparison, the expected 2022 Provincial Grant is \$5.19 per capita.

As the major source of funding, the municipal grant should grow at the rate of inflation plus population growth if the Library is to be consistently resourced.

A decrease in operating grant per capita indicates budget is not keeping pace with cost drivers.

# Operations - Building Visits

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

## 1.0M

Target: 1.0M (+5.18%)

Low >1.0M Medium 0.7-1.0M 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%

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 Q1 2022 - 999,205

All 21 libraries were open to the public for the entirety of this quarter. Saddletowne Library was undergoing renovations in January, and throughout that period, visitors were entering through a side door that did not capture their visits.

Capacity limits, metered access, and the mandatory face covering bylaw were in until March 1. Visits increased following the removal of these restrictions, with 32% more visits occurring in March than in February.

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.



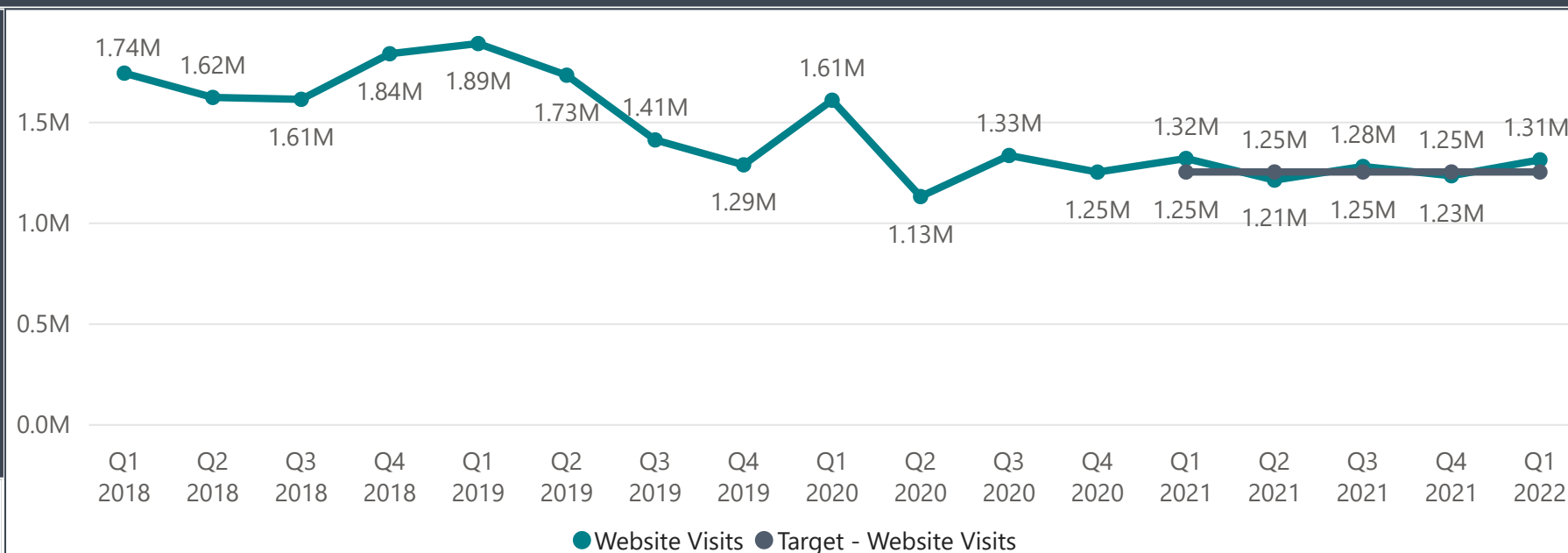
## Operations - Website Visits

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

# 1.31M

Target: 1.25M (+4.82%)

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



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

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 Q1 2022 - 1,310,217

Website traffic is heavily driven by program registration. With the cessation of in-person programming, website visits have been consistently lower than traditional levels. The re-introduction of in-person programming in Q2 2022 is expected to drive more visits to the website and increase this KPI.

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 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.

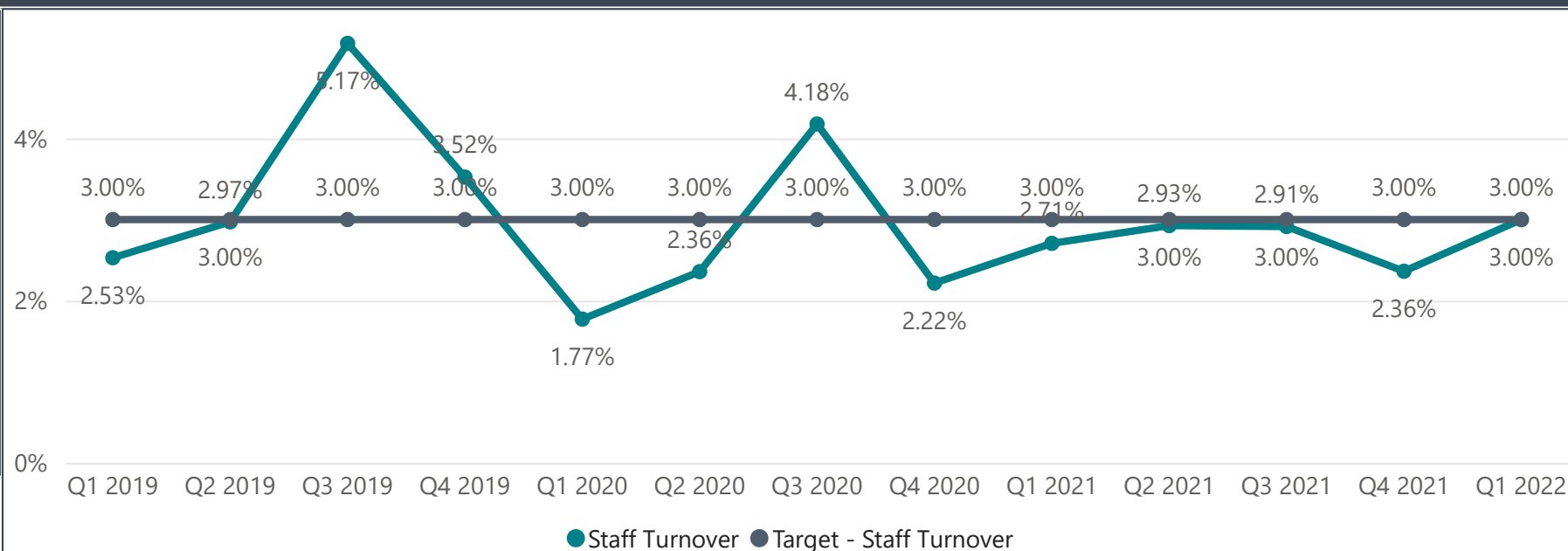
# Operations - Staff Turnover

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

## 3.0%

Target: 3.0% (+0%)

Low <3%   Medium 3-5%   High >5%



Quarter	Act vs. Tar (Decrease is Good)
Q3 2019	172.4%
Q4 2019	117.5%
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%

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 Q1 2022 (end of quarter) - 743  
End of Employment Q1 2022 (throughout quarter) - 23  
Staff Turnover Q1 2022 - 3.0%

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.

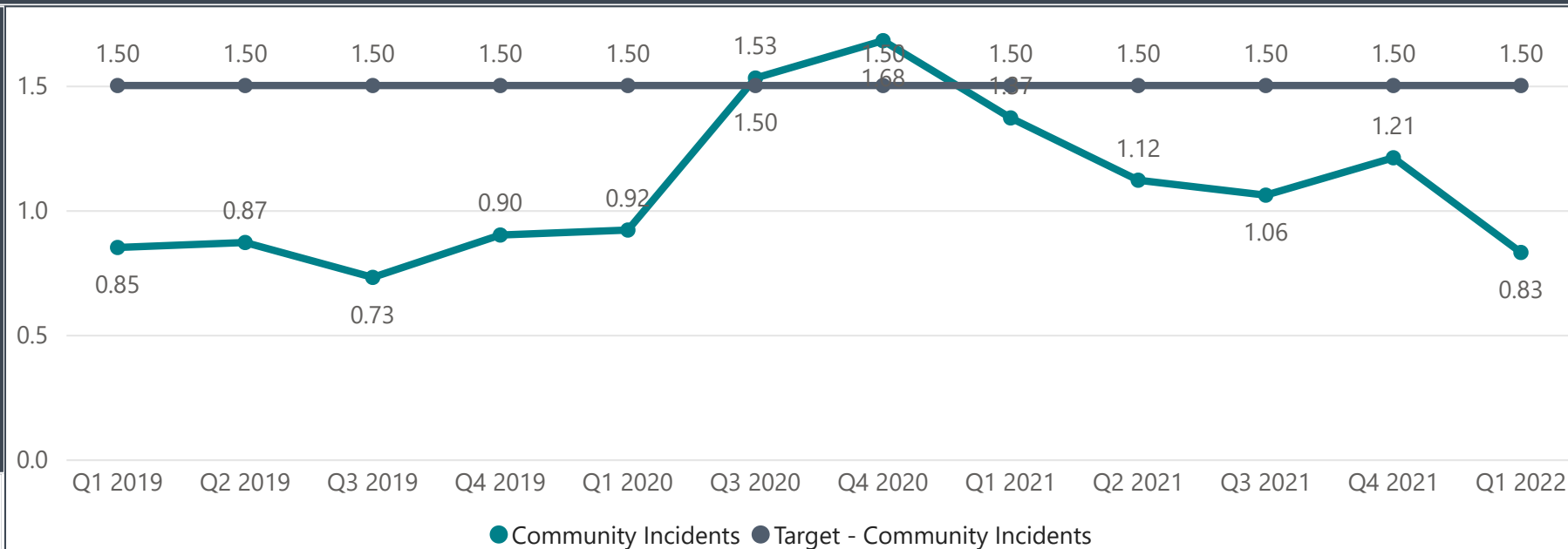
# Security - Community Library Incidents

The number of community library security incidents per 10,000 visits  
Reported quarterly - Updated March 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)
Q2 2019	58.0%
Q3 2019	48.7%
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%

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.

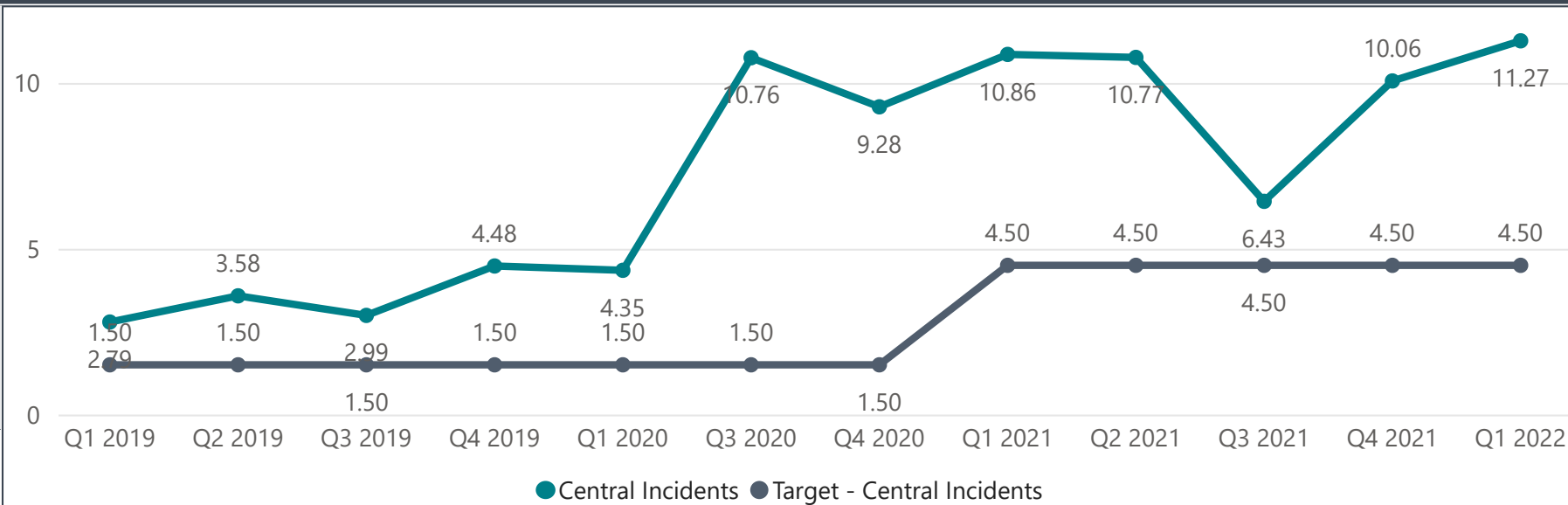
# Security - Central Library Incidents

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

11.27

Target: 4.50 (-150.44%)

Low <4.5 Medium 4.5-8.0 High >8.0



Quarter	Act vs. Tar (Decrease is Good)
Q3 2019	199.3%
Q4 2019	298.7%
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%

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 - 11.27

Excluding incidents occurring on the exterior of library - 7.21

Also excluding incidents occurring in east public elevator vestibule - 5.77

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

At 11.27, this quarter represents the highest number of reported incidents since tracking started in 2015. Incidents involving drug use rose sharply throughout the quarter, with roughly 50% of instances occurring outside the library. Interior drug use occurred within washrooms, and often resulted in further reported incidents through the damage and vandalism of equipment and facilities.

It is expected that with meeting rooms opening and in-person programming resuming, much of this negative behaviour will reduce.

Report to the  
Calgary Public Library Board  
Audit & Finance Committee  
April 26, 2022

**Controller's Report for the Quarter Ended March 31, 2022**

The management financial reports of The Calgary Public Library for the quarter ended March 31, 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 Library ended the first quarter with a slight excess of revenue over expenses of \$0.3M before amortization and government transfers for capital. The specific re-allocation plans are to be determined and will be reflected in the Q2 forecast. 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 \$8.5M at quarter end. The cash balance is strong. Receivables are mostly comprised of the Provincial grant accrual (\$1.7M) and the capital transfer from the City of Calgary (\$1.2M). Payables relate to Salaries and Benefits accruals and amounts owing to vendors. The increase in deferred revenue is due to the insurance proceeds received for the Saddletowne roof and siding project.

**C. Revenues**

Revenues are \$17K favourable for the first quarter end.

**Line 19 – Interest and other revenues - \$26,006F at March 31, 2022**

The favourable variance is mainly due to the internship funds received.

**Line 22 – Grants and sponsorships - \$11,592U at March 31, 2022**

The unfavourable variance is due to the timing of recognizing prior year deferrals.

#### **D. Expenses**

Total expenses were \$1.5M favourable for the first quarter end.

##### **Line 29 – Salaries and employee benefits - \$630,968F at March 31, 2022**

The favourable variance is primarily due to higher vacancy rate and reduced on-call staffing.

##### **Line 32 – Collections - \$15,957U at March 31, 2022**

The unfavourable variance is due to timing difference. This variance is not projected to continue through the balance of the year.

##### **Line 48 – General operating - \$651,838F at March 31, 2022**

This category includes many variances, but the largest under expenditure was in programming followed by IT and marketing.

##### **Line 54 – Building and equipment - \$231,612F at March 31, 2022**

The favourable variance is mainly due to timing difference.

##### **Line 74– Occupancy Costs - \$16,810F at March 31, 2022**

Reduced common area costs.

##### **Line 75- Amortization - \$17,532U at March 31, 2022**

The unfavourable variance is due to timing difference.

#### **E. RECOMMENDATION**

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial reports for the period ended March 31, 2022.

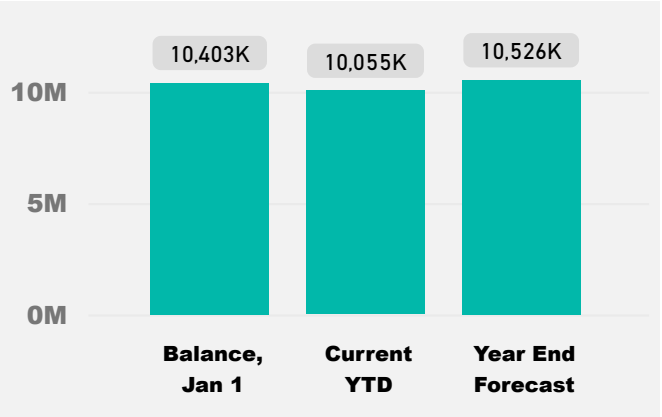
Prepared by Chae Jun CPA, CGA, MBA

Controller

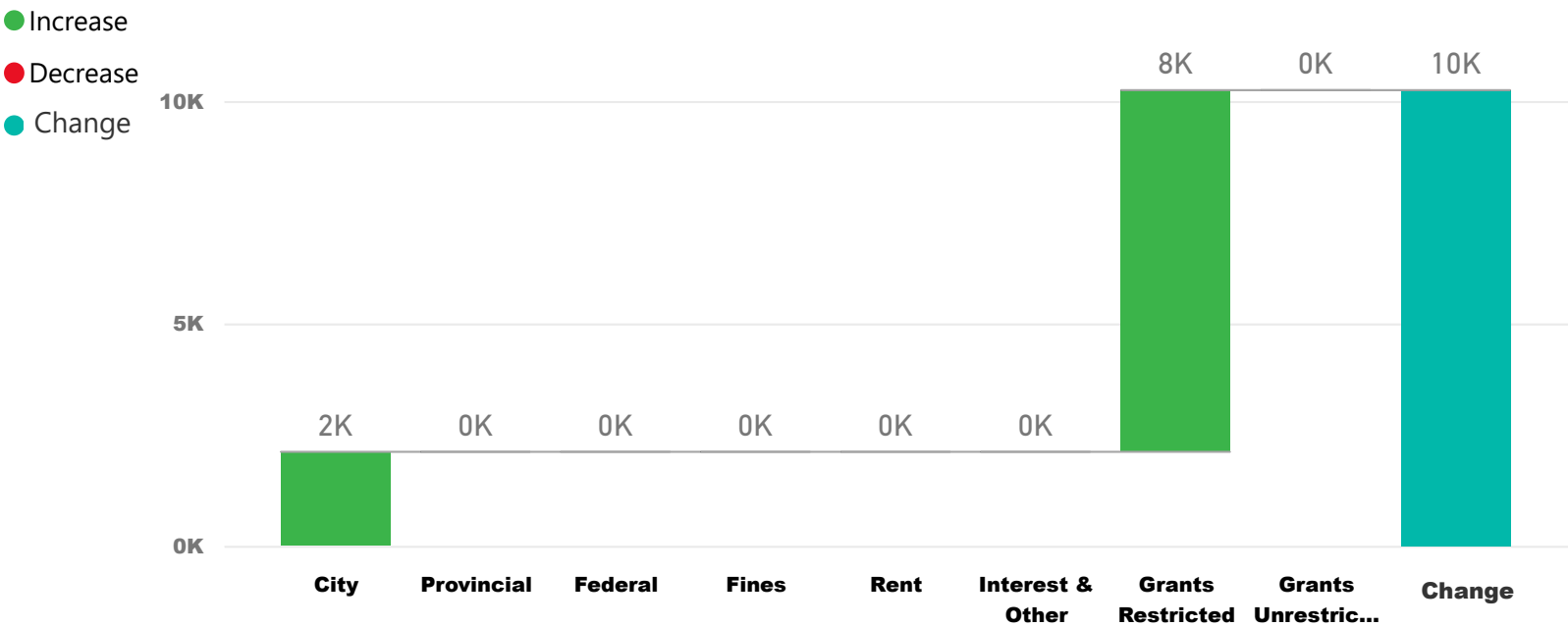
Commentary

- City funding received for Q1 as budgeted.
- The Provincial government confirmed the 2022 grant remains stable.
- Restricted Grant increase is due to additional funding.

Cash Position Forecast, as of Mar 31, 2022



Revenue Year End Forecast, as of Mar 31, 2022



Board-Approved Budget Revenues	Forecasted Revenues
64,412K	64,422K

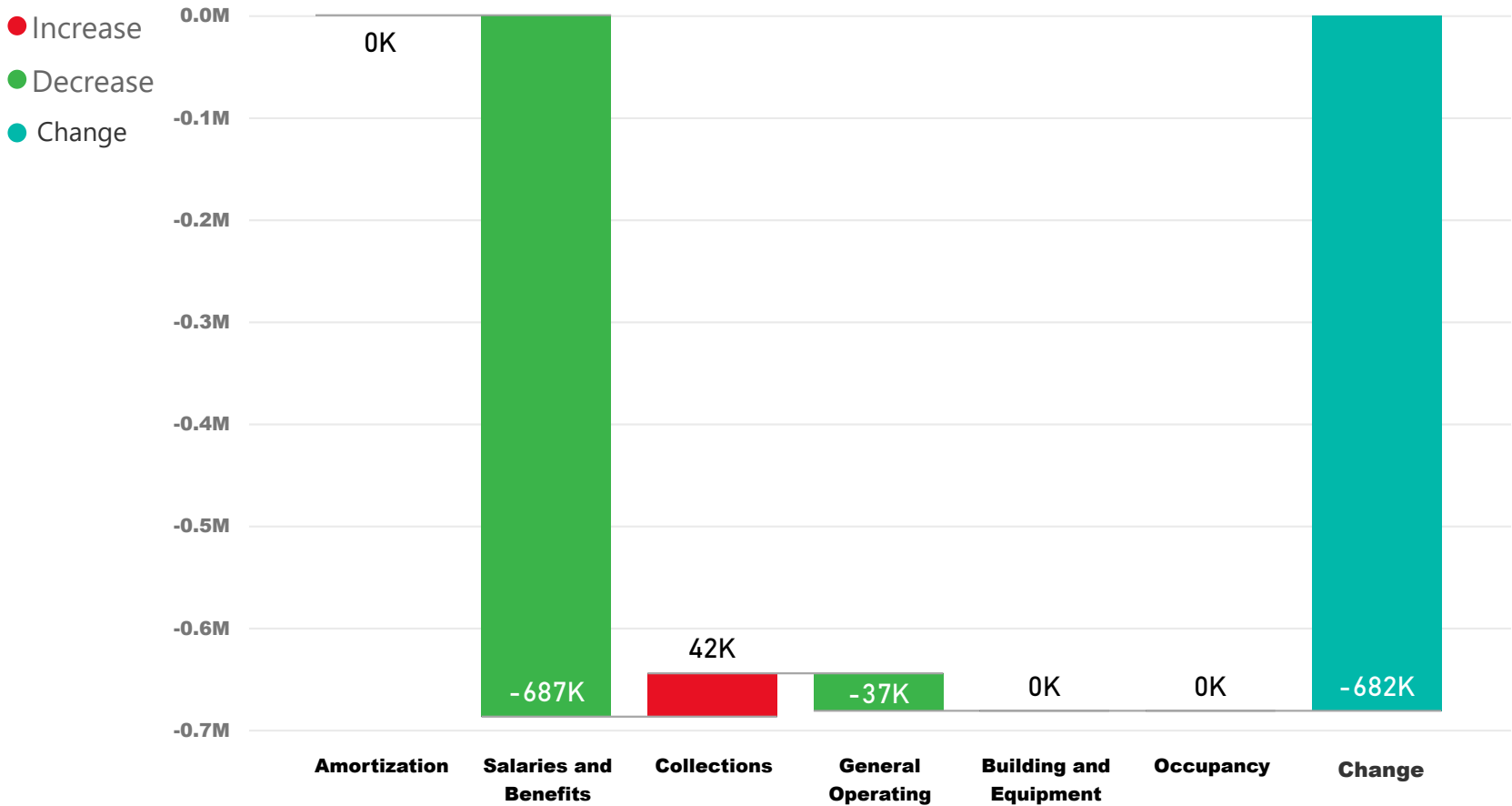
### Commentary

- The \$687K Salaries and Benefits favorable variance is primarily due to higher vacancy rate and reduced on-call staffing.

### Actions

- The specific reallocation plan is to be determined and will be reflected in Q2.

Expense Year End Forecast, as of Mar 31, 2022



Board-Approved Budget Expenses
71,050K

Forecasted Expenses
70,368K



### Lifecycle Funding Commentary

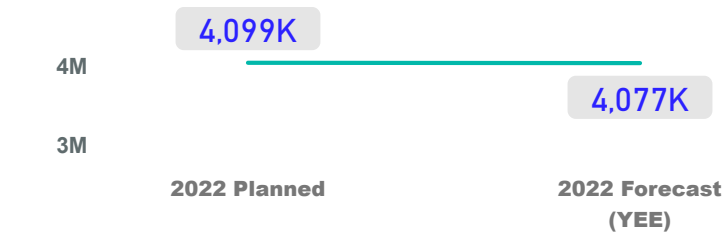
- Carry forward funds include \$2.1M of The City lifecycle funding and \$0.7M asset management funds from PYs.

- Current year funds include \$3.1M of The City lifecycle funding, \$0.2M asset management from the operating funds, and \$0.3M from the Foundation for Signal Hill ELC.

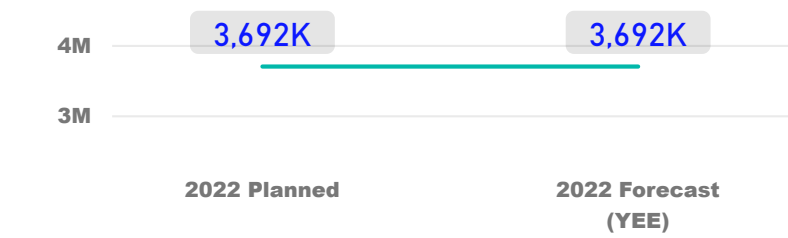
### Lifecycle Surplus Forecast, as of Mar 31, 2022

#### Funding Source

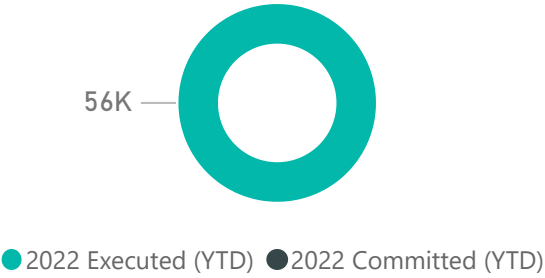
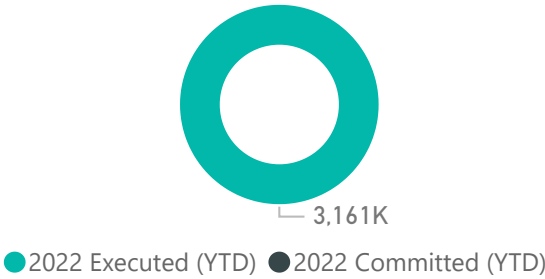
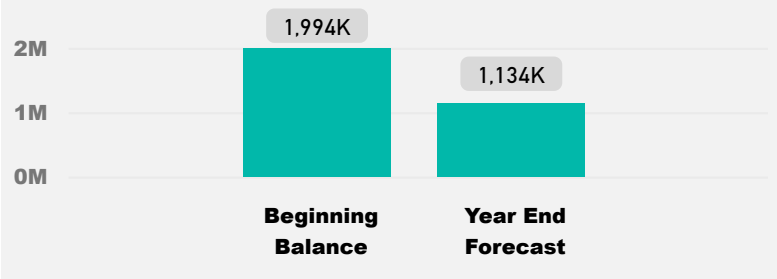
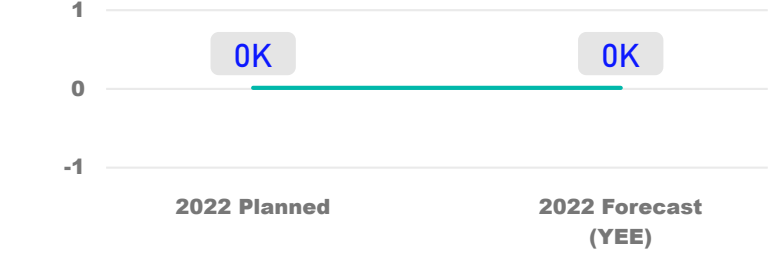
##### Carry Forward



##### Current Year Funds



##### Growth Projects Funds



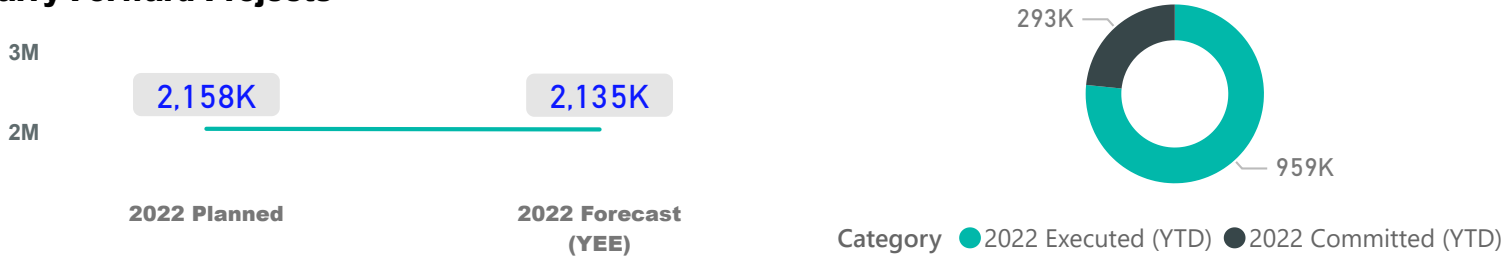
● 2022 Executed (YTD) ● 2022 Committed (YTD)

### Lifecycle Spending Commentary

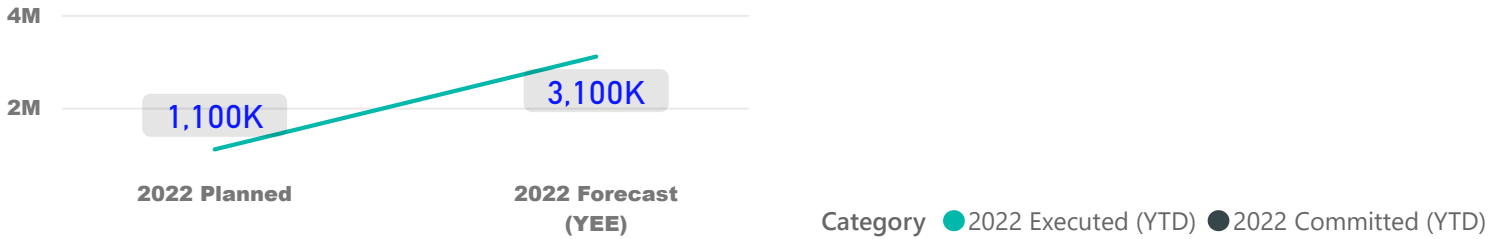
- Carry forward projects include: Saddletowne, Shawnessy, and Signal Hill ELC.
- Building projects include Fish Creek, Bowness and Village Square.
- Building forecast increase is due to an adjustment to the project scope for Fish Creek.
- Current year F&E purchases will be funded through Operating.
-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

### Spending Profile -1-

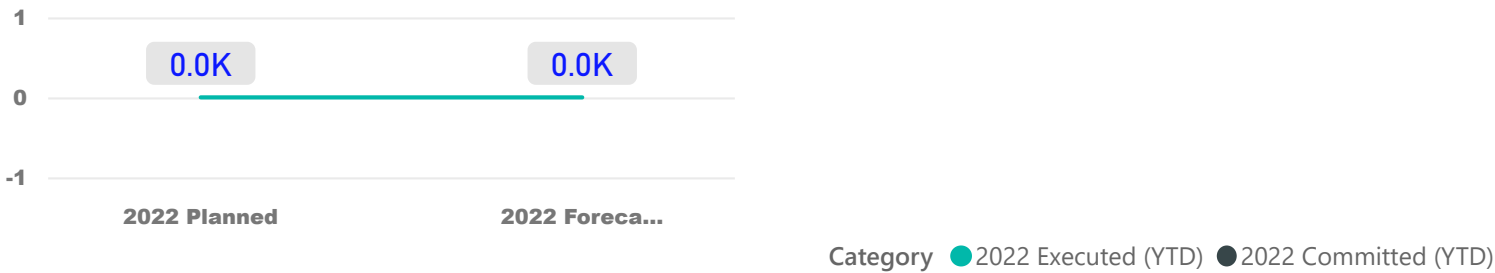
#### Carry Forward Projects



#### Building



#### Furniture



#### Vehicles

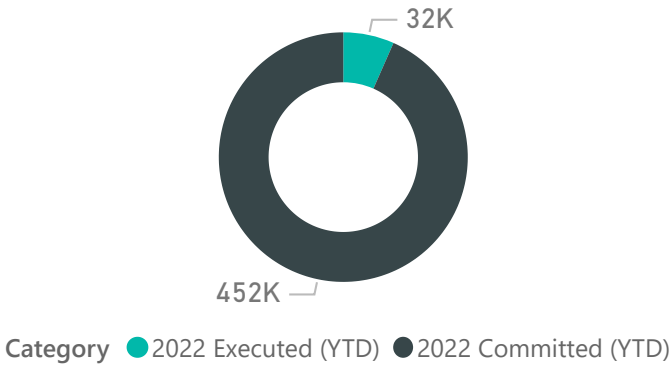
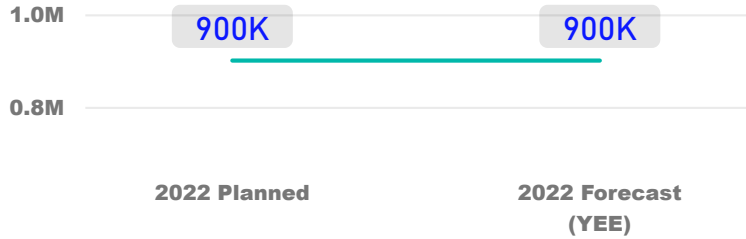


Commentary:

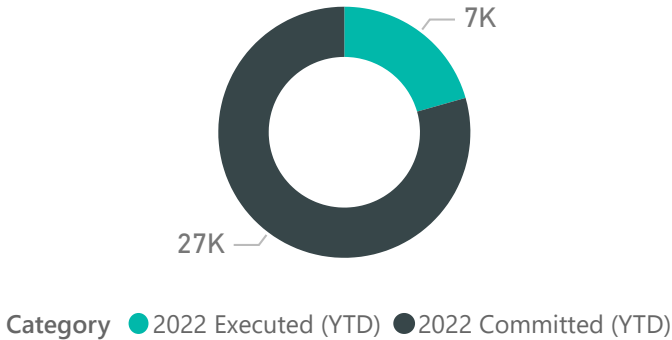
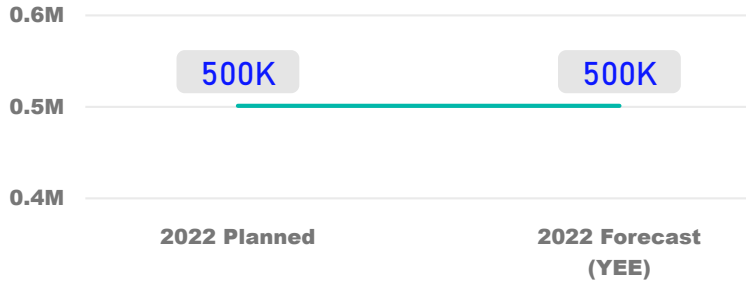
- IT projects include: Network/End-User Equipment.

Spending Profile -2-

Technology



Demand Maintenance - Small Projects



- There are no growth projects planned in 2022.

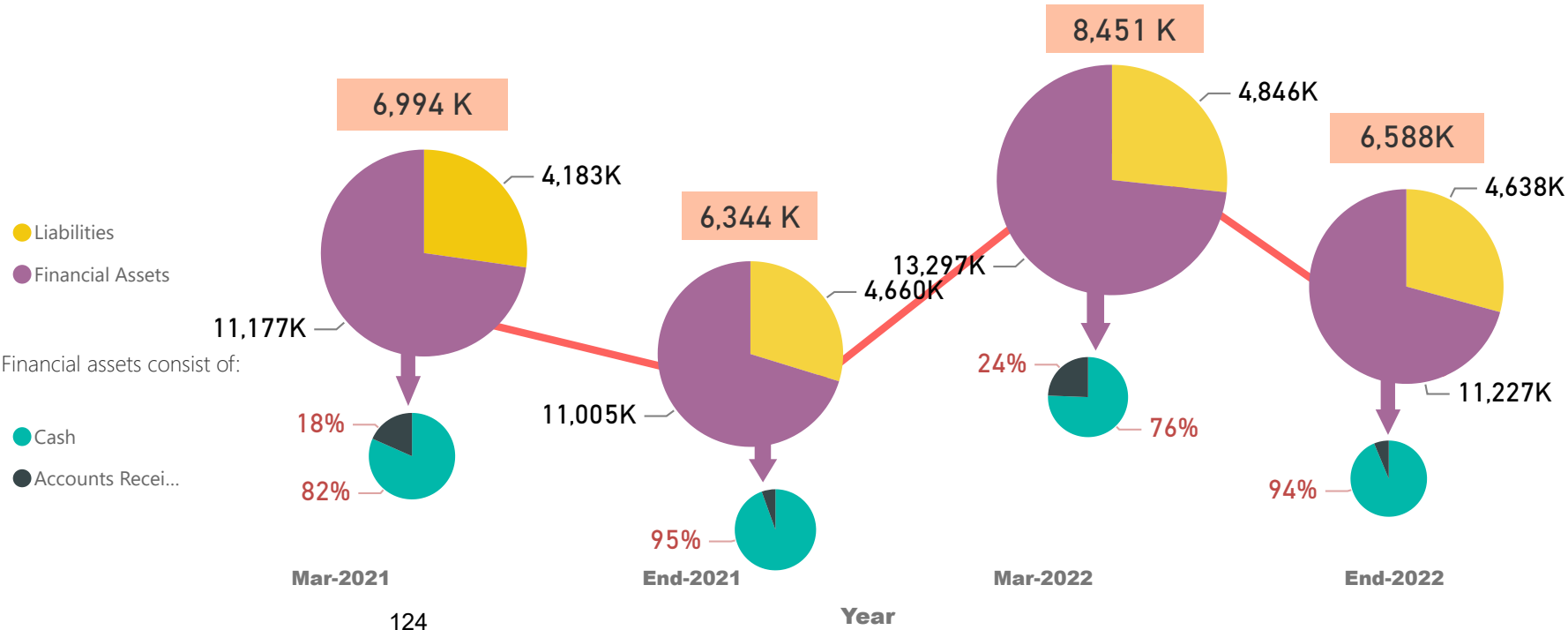
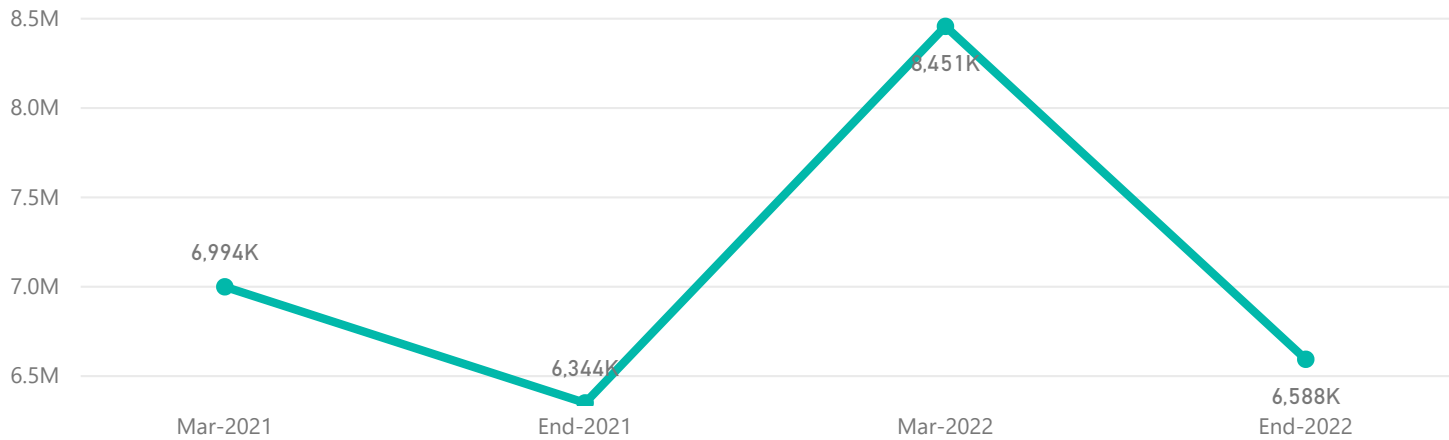
Growth Projects

Commentary

- Year-end forecasted Net Financial Assets is \$8.5M, as of March 31, 2022.

Statement of Financial Position with YEE, as of Mar 31, 2022

Net Financial Assets



### Commentary

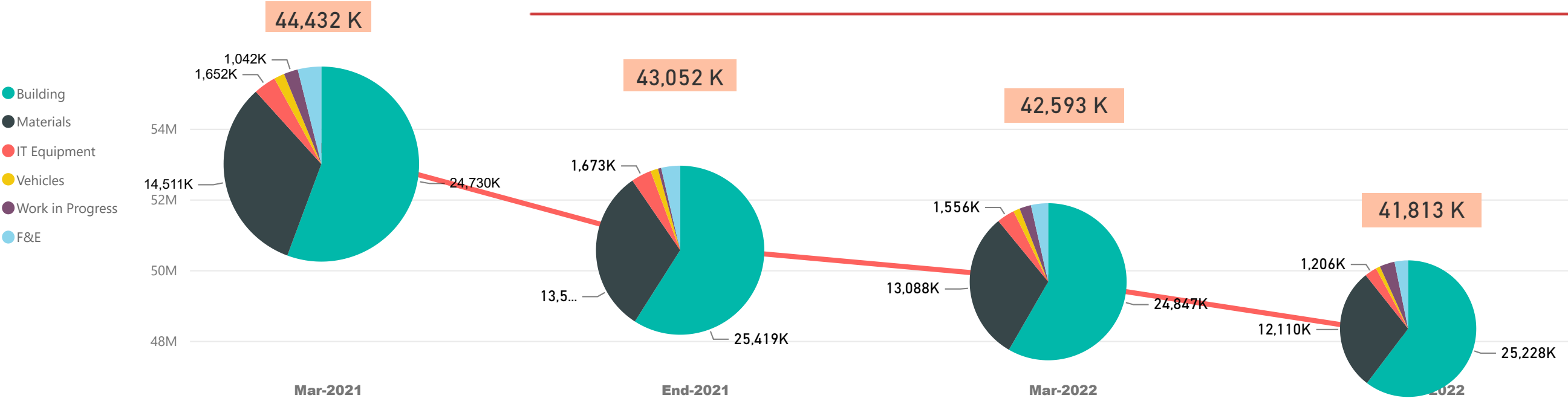
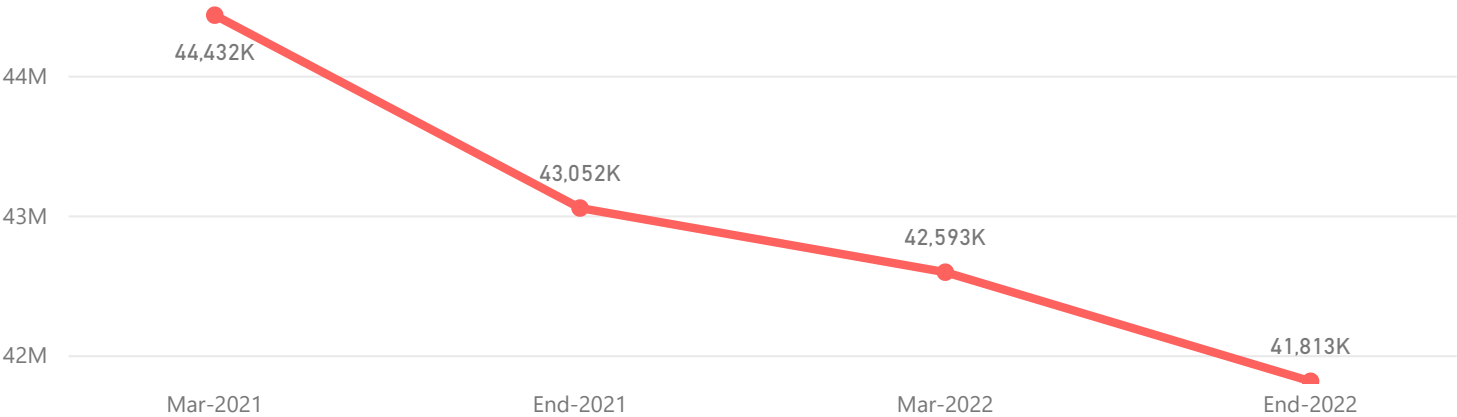
- Tangible Capital Assets decreased due to higher amortization (\$6.2M) than the new additions (\$5M).

### Actions

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

## Statement of Financial Position with YEE, as of Mar 31, 2022

### Tangible Capital Assets

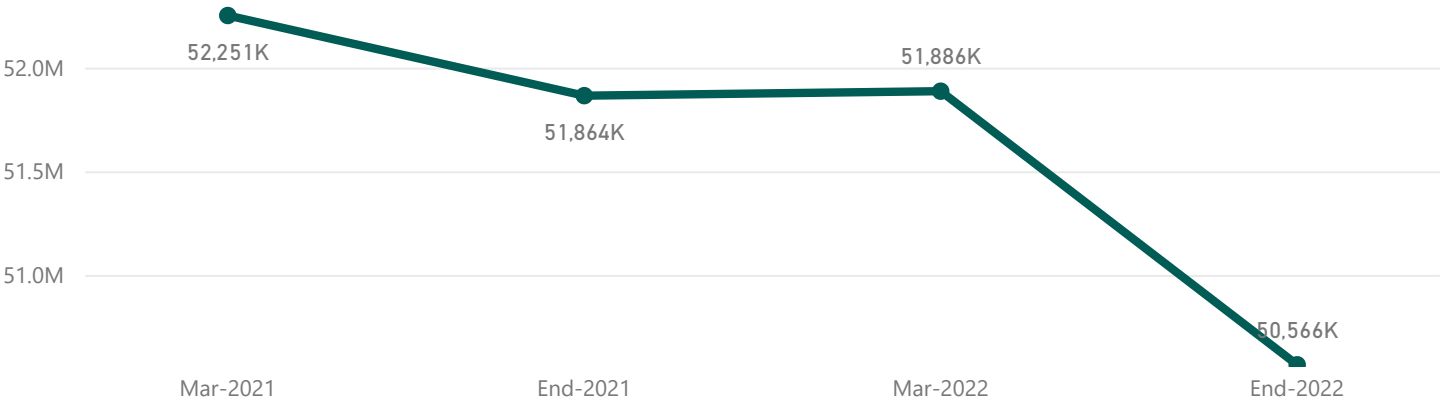




Commentary

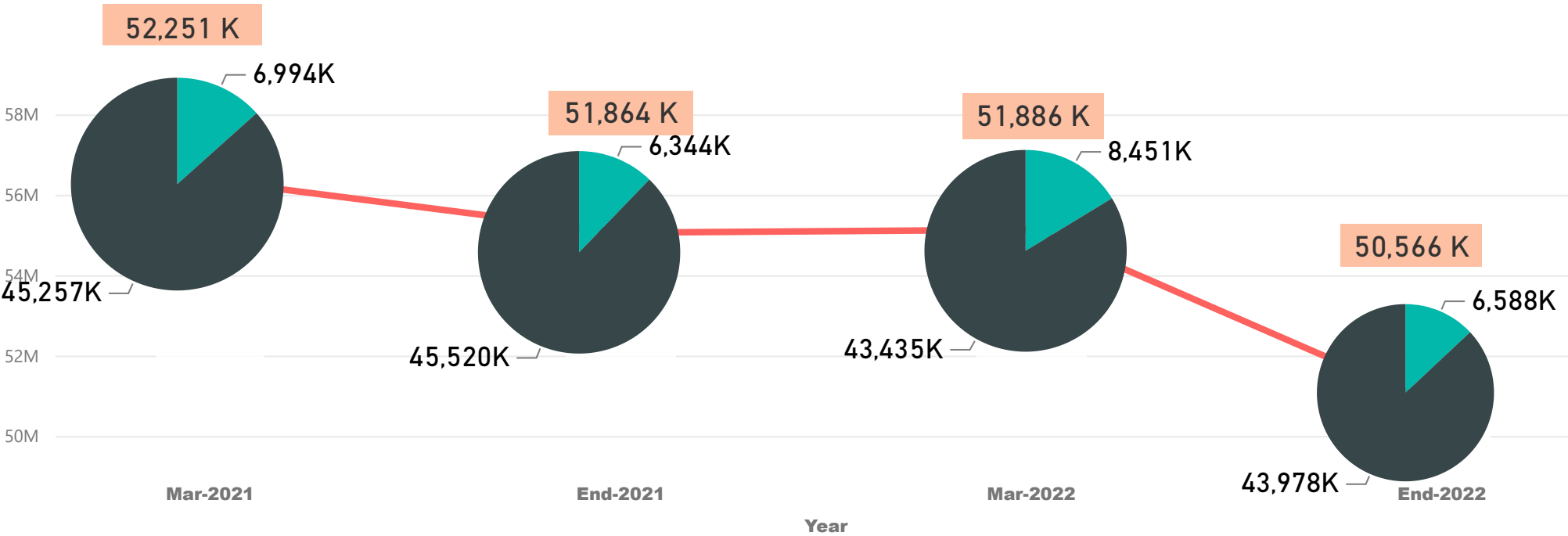
- Decreased Accumulated Surplus is mainly due to the decrease in TCA.

Statement of Financial Position with YEE, as of Mar 31, 2022

Accumulated Surplus



 Net Financial Assets
  Non-Financial Assets



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

	31-Mar-22	31-Mar-21	31-Dec-21
<b>FINANCIAL ASSETS</b>			
Cash	10,054,650	9,122,172	10,403,409
Accounts receivable	3,242,405	2,054,621	601,120
	13,297,055	11,176,793	11,004,529
<b>LIABILITIES</b>			
Accounts payable and accrued liabilities	3,735,683	3,717,081	4,280,249
Deferred revenues	1,110,138	465,907	380,130
	4,845,821	4,182,988	4,660,379
<b>NET FINANCIAL ASSETS</b>	8,451,234	6,993,805	6,344,150
<b>NON-FINANANCIAL ASSETS</b>			
Tangible capital assets	42,593,449	44,432,339	43,052,485
Inventory	49,850	60,199	53,645
Prepaid assets	791,380	764,503	2,414,020
	43,434,679	45,257,041	45,520,150
<b>ACCUMULATED SURPLUS</b>	51,885,913	52,250,846	51,864,300

**THE CALGARY PUBLIC LIBRARY BOARD**  
**Management Report - Operating Activities**  
**For the Period Ended March 31, 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)
<b>REVENUES</b>								
5 City of Calgary	13,471,543	13,469,429	2,114	53,877,720	53,879,833	2,113	(40,408,290)	
9 Province of Alberta	1,713,800	1,713,800	-	6,864,917	6,864,917	-	(5,151,117)	
14 Rent revenue	39,000	39,000	-	208,530	208,530	-	(169,530)	
19 Interest and other revenue	202,108	176,102	26,006	733,087	733,087	-	(530,979)	F - BIPOC internship program.
22 Grants and sponsorships						-		
Grants and sponsorships - restricted	670,362	681,954	(11,592)	2,727,816	2,735,949	8,133	(2,065,587)	U - Timing of recognizing prior year deferrals.
Grants and sponsorships - unrestricted	-	-	-	-	-	-	-	
	670,362	681,954	(11,592)	2,727,816	2,735,949	8,133	(2,065,587)	
<b>23 Total revenues</b>	<b>16,096,813</b>	<b>16,080,284</b>	<b>16,528</b>	<b>64,412,069</b>	<b>64,422,315</b>	<b>10,246</b>	<b>(48,325,502)</b>	<b>F</b>
<b>EXPENSES</b>								
29 Salaries and employee benefits	9,002,546	9,633,514	630,968	40,341,558	39,654,338	(687,220)	30,651,792	F - The favorable variance is primarily due to higher vacancy rate and reduced on-call staffing.
32 Collections	2,330,127	2,314,170	(15,957)	6,683,171	6,725,519	42,348	4,395,392	U - The forecasted increase is due to budget reallocation.
48 General operating	2,729,764	3,381,602	651,838	10,346,572	10,309,861	(36,710)	7,580,097	F - The budget variance mainly includes IT, MarCom, and Programming.
54 Building and equipment	1,202,393	1,434,006	231,612	5,755,434	5,755,434	-	4,553,041	F - Timing difference.
74 Occupancy Costs	426,339	443,149	16,810	1,788,615	1,788,615	-	1,362,276	F - Reduced common area costs.
75 Amortization	1,551,207	1,533,675	(17,532)	6,134,699	6,134,699	-	4,583,492	U - Timing difference.
<b>76 Total expenses</b>	<b>17,242,376</b>	<b>18,740,115</b>	<b>1,497,739</b>	<b>71,050,048</b>	<b>70,368,465</b>	<b>(681,582)</b>	<b>53,126,089</b>	<b>F</b>
<b>(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:</b>	<b>(1,145,563)</b>	<b>(2,659,831)</b>	<b>1,514,268</b>	<b>(6,637,979)</b>	<b>(5,946,150)</b>	<b>691,828</b>	<b>(4,800,588)</b>	
Transfer between lifecycle and operating	243,470	243,470	-	1,288,764	1,288,764	-	1,045,294	
Transfer from prior year surplus	-	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	3,818,264		-	
Operating reserve	3,000,000	3,000,000	-	3,000,000	3,000,000	-	-	
Transfer to asset management life cycle	(56,250)	-	(56,250)	(225,000)	(225,000)	-	(168,750)	
Transfer to books capital	(338,416)	(381,096)	42,680	(1,615,600)	(1,615,600)	-	(1,277,184)	
Add back amortization	1,551,207	1,533,675	17,532	6,134,699	6,134,699	-	4,583,492	
<b>EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL</b>	<b>7,072,712</b>	<b>5,554,482</b>	<b>1,518,230</b>	<b>5,763,148</b>	<b>6,454,976</b>	<b>(363,329)</b>	<b>617,737</b>	
Less unrestricted reserve from prior years	(3,818,264)	(2,763,107)	(1,055,157)	(2,763,107)	(3,818,264)		-	
Less operating reserve	(3,000,000)	(3,000,000)	-	(3,000,000)	(3,000,000)		-	
<b>EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL</b>	<b>254,448</b>	<b>(208,625)</b>	<b>463,073</b>	<b>41</b>	<b>(363,288)</b>	<b>(363,329)</b>	<b>617,737</b>	
Government transfers for capital	1,167,176	1,167,176	-	4,293,000	4,293,000	-	3,125,824	
Amortization	(1,551,207)	(1,533,675)	(17,532)	(6,134,699)	(6,134,699)	-	(4,583,492)	
Purchase of books capital	338,416	381,096	(42,680)	1,615,600	1,615,600	-	1,277,184	
Add back transfer to asset management life cycle	56,250	-	56,250	225,000	225,000	-	168,750	
Transfer between lifecycle and operating	(243,470)	(243,470)	-	(1,288,764)	(1,288,764)	-	(1,045,294)	
Less transfer from prior year surplus	-	(1,055,157)	1,055,157	(1,055,157)	-	1,055,157	-	
<b>Change in Accumulated Surplus</b>	<b>21,613</b>	<b>(1,492,655)</b>	<b>1,514,268</b>	<b>(2,344,979)</b>	<b>(1,653,151)</b>	<b>691,828</b>	<b>(439,291)</b>	
<b>Accumulated Surplus, beginning of year</b>	<b>51,864,300</b>	<b>52,109,792</b>	<b>(245,492)</b>	<b>52,109,792</b>	<b>51,864,300</b>	<b>(245,492)</b>	<b>(1,631,538)</b>	
<b>Accumulated Surplus, end of year</b>	<b>51,885,913</b>	<b>50,617,137</b>	<b>1,268,776</b>	<b>49,764,813</b>	<b>50,211,149</b>	<b>446,336</b>		



Lifecycle Funding and Spending Profile	Projects	Description	2022 Planned	2022 Forecast (YEE)	2022 Executed (YTD)	2022 Committed (YTD)	2022 Total (YTD)
As at March 31							
Funding Source			('000)				
		Carry Forward Funds	4,099	4,077	3,161	-	3,161
		Current Year Funds	3,692	3,692	56	-	56
Total Funding Available			7,791	7,769	3,217	-	3,217
Spending Profile							
	Carry Forward Projects	2021 Carry Forward Projects	2,158	2,135	959	293	1,252
	New Projects	Building - Lifecycle	1,100	3,100	-	-	-
		Demand Maintenance	500	500	7	27	34
		Technology	900	900	32	452	484
Total Spending Profile			4,658	6,635	998	772	1,770
Total Funds Available			3,133	1,134	2,219		5,999

Operating Reserve Fund	Projects	Description	2021 Carry Forward	2022 Planned	2022 Executed (YTD)	2022 Committed (YTD)	2022 Total
As at March 31							
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



JUNE 2022

## GIVING HIGHLIGHTS

- Between April 4-8, the Library Foundation ran our second annual **Pay it Forward** appeal, a digital campaign encouraging donors to pay forward their good fortune by supporting their neighbors through the Library. This appeal was inspired by our highly successful **Fine Free** appeal in the summer of 2020 and this year also comprised **Library Giving Day**, an international day of library philanthropy. We **raised \$35,063**, exceeding our target by \$5,000. Lukes' Central Library also supported this initiative by donating proceeds on Library Giving Day. Many donors left comments expressing how thankful they were that their gift would be matched by our generous leader donors and thanking Library staff:
  - › "Thank you to the generous donors for your matching!"
  - › "The best library — ever!"
  - › "Thank you for all the efforts to bring the goodness of our libraries to so many people."
- Our current **direct mail appeal** has raised more than \$25,000 and counting
- We've received a number of new gift commitments including:
  - › 5 new confirmed **legacy** commitments
  - › \$30,000 supporting the **Library Goes to Kindergarten** program
  - › \$12,900 supporting **My First Bookshelf**
  - › \$8,700 supporting the **Homebound Readers** program

## STEWARDSHIP HIGHLIGHTS

- View the Library Foundation's **2021 Annual Report** – [Align](#)
- In April 2022, we officially welcomed donors who have confirmed gifts to the Library in their will to the Epilogue Society, our new legacy giving group. The **Epilogue Society** allows us to recognize this special group of Library donors and connect with them to learn more about their Library stories and their wishes for the future. Each donor was given a commemorative engraved metal bookmark to celebrate their generosity. Initial donor feedback was overwhelmingly positive.



## OTHER HIGHLIGHTS

- Our March 2022 50/50 Cash Raffle raised a **jackpot of \$47,180** with 30,748 tickets sold through more than 1,000 transactions. The winner is a longtime Library member who generously donated a portion back to the Library Foundation as part of our Pay it Forward appeal in April.

## UPCOMING

- June 1-29 – our next **50/50 Cash Raffle** runs. Library staff, board members and patrons can purchase tickets at [Library5050.com](http://Library5050.com)
- September 24/25 – Library Foundation **casino** weekend. Please let us know if you are interested in volunteering!