

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, October 27, 2021
Online via Microsoft Teams



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X. Calgary Public Library Foundation Update *Verbal*
Avnish Mehta & Sandy Gill, CPL Board Representatives

A. Calgary Public Library Foundation Update *Verbal*
Tracy Johnson, CEO Calgary Public Library Foundation

XI. Other Business

XII. 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, the Iyârhe Nakoda (*Ay-a-hay Nuh-koh-duh*) Nation, the Beaver people of the Tsuut'ina (*Suu-tin-Ah*) Nation, and the Métis Nation of Alberta, Region 3. Calgary Public Library serves the community on this traditional land and we honor all people who share, celebrate, and steward the Treaty 7 territory of Southern Alberta. This Land Acknowledgement reminds us of the histories that precede us, highlights our responsibilities going forward, and helps bring us together on a shared journey of Truth and Reconciliation.

Greetings:

Oki - *Oo-key* (Blackfoot hello)

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

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

Blackfoot Confederacy nations:

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

Siksika - *Six-ih-gah*

Piikani - *Be-gun-nee*

Kainai - *Gay-nah*

Treaty 7 Nations:

Tsuut'ina - *Suu-tin-Ah*

Îyâñé Nakoda – *Ay-a-hay Nuh-koh-duh*

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

Operational Report October 2021

Government Relations

Calgary Public Library has sent notes of congratulations to all members of the new City Council, including Mayor Gondek and the City Councillors. Leadership will be following-up with their offices to provide information on the Library and locations within the various wards. The Library looks forward to emphasizing our fiscal responsibility and efficiency, while demonstrating how the Library meets community needs and supports a strong and resilient future for Calgary. We are also inviting Councillors and their staff for tours of library locations and opportunities to connect with constituents. Priorities for the Library include ongoing sustainable funding, investment in inner city libraries, and planning of new libraries to meet growing community needs. We are looking forward to developing strong collaborative relationships with Council and their staff going forward.

There was also the opportunity this month to publicly thank Councillor Farrell and Councillor Woolley for their years of service on the Library Board, and their ongoing support of the Library systems transformation and growth over the years. The Library also honoured former Mayor Nenshi for his ongoing Library support, from his early years visiting Forest Lawn Library, to his most recent storytimes at Central Library. It has been an honour to work with these leaders and the rest of City Council, to build the strong, world-renowned Library system that we are today.

Operational Highlights

Library leadership is looking forward to welcoming new members to the Library Board in November. At the same time we offer deep thanks and gratitude to Avnish Mehta and Shereen Samuels, two long-serving Board members whose work on the Board has made a significant impact on the Library and the community. Their support of the launch of the new Central Library, system growth and transformation, and the hiring of two CEO's has set Calgary's library system up for a bright future. Thank you Avnish and Shereen!

October is Canadian Library Month and to recognize it, we celebrated milestone birthdays at four locations with virtual tours, online trivia and in-location displays. Locations with special birthdays in 2021 include:

- Quarry Park – 5 years
- Nicholls Family – 5 years
- Shawnessy – 20 years
- Southwood – 55 years

October 20 was Canadian Library Workers' Day, and there's no better time to thank all the Library employees for their commitment, resilience, and dedication to the community.

Looking forward to the remainder of the year, the Library is focused on three things; understanding the impacts of the pandemic on our community, and how we might help; developing our strategy

for Equity, Diversity, and Inclusion while furthering our commitment to Truth and Reconciliation; and setting the direction for 2022, focused on building the foundations for our next Strategic Plan and a refreshed direction for the Library.

This month, the Library will also be launching a campaign to drive awareness around the value of a free membership. This marketing campaign will highlight some of our most popular services.



The Library continues to support public awareness campaigns around the importance of immunization against COVID-19 and is hosting the city's Mobile Vaccination Unit at various locations throughout the month.



Strategic Initiative Highlights

The Library continues to serve its Strategic Pillars of Inclusion, Reconciliation, Connection, Early Literacy, Learning, and Empowerment through a range of initiatives. Below are a few highlights of recent projects.

The Library is partnering with the City of Calgary and Youth Central's Mayor's Youth Council to launch the **Free. Period.** project. Through this program, free pads and tampons will be available in select City and Library facilities. Not having access to period products can affect the

participation, concentration, confidence, and performance of menstruating Calgarians in the classroom, in the workplace, and in everyday life.

September 30 marked the first **National Day for Truth and Reconciliation** as well as Orange Shirt Day. The Library hosted several virtual events throughout the day for staff and public to attend including:

- A partnership with the University of Calgary's Office of Indigenous Engagement to host an Indigenous Writer's Panel regarding Literature on Intergenerational Trauma and Healing with special guests, Eden Robinson, Lee Maracle and Richard Van Camp.
- *Monkey Beach* film screening and discussion with director Loretta Todd, actor Nathaniel Arcand and Tina Lameman, presented in partnership with UCalgary.
- Elder's Storytelling Series, a virtual session with Alice Kaquitts, one of the members of the Library's Elders' Guidance Circle. Alice spoke about her healing journey as a survivor of residential schools.

These programs support the Truth and Reconciliation Calls to Action and the City of Calgary's White Goose Flying Report, in which the Library has an obligation to share the truth about residential schools and the ongoing, intergenerational trauma they caused.

The Library and the **School of Architecture, Planning and Landscape (SAPL) UCalgary** have partnered to provide a range of engaging activities and displays in the Create Space at Central Library. The focus will be on the revitalization of Stephen Avenue and this will begin a broader series of programming that will take place in 2022 around downtown core revitalization.

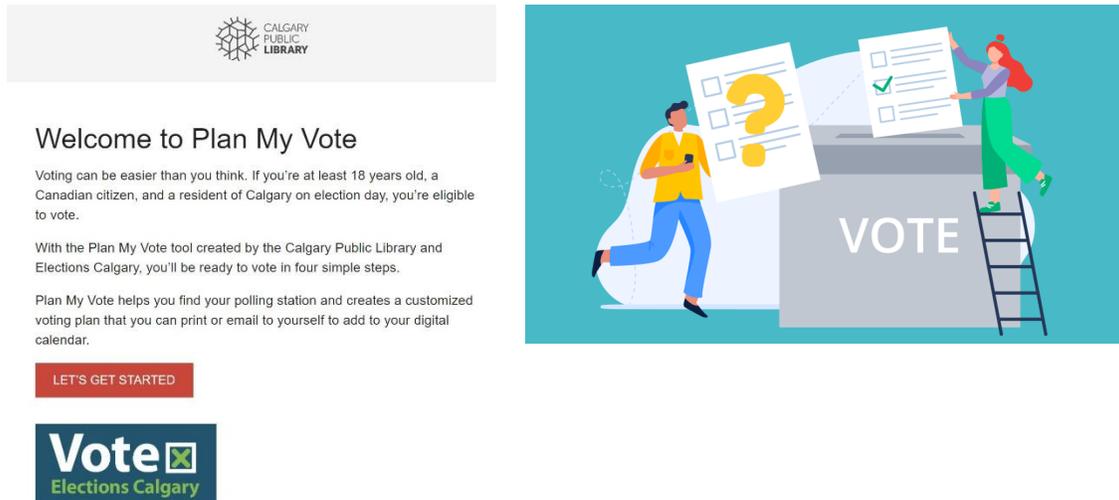
Planning is beginning for an **Outdoor Early Learning Centre at Signal Hill Library**. The Library is excited to be partnering with Ground Cubed in this project, a landscape architecture firm who has built playgrounds around Calgary including Thomson Family Park in the beltline, and Confederation Park's new playspace.

A recent session of [Kitchen Table Classroom](#) featured Dr. Kelly Schwartz highlighting the results of his COVID-19 Student Wellbeing Study where over 2,000 students across Alberta have been interviewed regarding their social-emotional experience during the pandemic. This session supported parents and educators in understanding children's experiences.

Mental health and wellness continue to be an important topic for our members. To recognize World Mental Health Day on October 10, the Library shared a range of resources and supports, and launched a new recorded series of [guided meditations with Christine Francoeur](#).

A highlight of the Library's recent civic engagement work around the municipal election was hosting the **#YourVoiceMatters Mayoral Forum**, in partnership with the Calgary Local Immigration Partnership. The event featured 20 mayoral candidates speaking to newcomers about their priorities and platforms. Over 270 people attended and enjoyed the opportunity to interact, virtually, with candidates in smaller, more intimate settings.

Supporting student learning around civic engagement led to the **Govern Like a Girl** event in partnership with Edmonton Public Library and Second Story Press on September 23. The event featured a conversation between author Kate Graham and Leader of the Opposition of Alberta Rachel Notley. Over 40 classes joined this event with over 400 attendees who were eager to learn about inclusivity in government and how representation matters.



WELCOME TO PLAN MY VOTE

Voting can be easier than you think. If you're at least 18 years old, a Canadian citizen, and a resident of Calgary on election day, you're eligible to vote.

With the Plan My Vote tool created by the Calgary Public Library and Elections Calgary, you'll be ready to vote in four simple steps.

Plan My Vote helps you find your polling station and creates a customized voting plan that you can print or email to yourself to add to your digital calendar.

[LET'S GET STARTED](#)

Vote
Elections Calgary

Impact Moments

One of the main goals of the Library's civic engagement work this fall was to encourage more community members to engage in the democratic process through voting. The development of the Plan My Vote website, in partnership with Elections Calgary, was a powerful tool to support this.

The Library has received a lot of positive feedback on the creation of this tool from community partners and individuals. Library Hotline received the following email from a member:

"Hi! I just wanted to provide feedback about the Calgary Public Library's Plan My Vote page on your website. I found out about the page through email, and it was very convenient and easy to use. Within 2 minutes I was able to plan a voting location near to me, see what ID I needed to bring, and view the polling station hours so I could plan for my schedule and to be covid-safe. The links to more information such as election candidates was also convenient and allowed me to access reliable information easily. Thanks for creating this page, it was really great!"

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, October 6, 2021
5:30 pm

In Attendance:

Board

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

Administration

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

Regrets:

Avnish Mehta

I. Treaty 7 Opening

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

II. Review of Agenda

MOVED by Haritha Devulapally that the October 6, 2021 agenda be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Haritha Devulapally that the minutes of the September 1, 2021 Governance Committee meeting be approved as presented.

Carried unanimously

IV. Business Arising

None.

V. Board Recruitment

A. Board Recruitment Committee Update

Haritha Devulapally and Jocelyn Phu advised that the Board had accepted the appointment nominees and alternates as proposed by the Board Recruitment Committee at the September 29, 2021 meeting. The Board had also confirmed their desire to propose four community nominees and four alternates, with the opportunity for one City Councillor to be appointed to the tenth seat of the Board.

Task	Responsible	Deadline
Confirm with the City that the Library will submit four community nominees and four alternates to City Clerk's for Council consideration.	Avnish Mehta	October 20, 2021

Phu advised that the agreement with the search firm has now concluded. A new procurement process must begin early in 2022 to ensure timelines can be met.

B. Board to Board Mentors

Heather Robertson asked the Committee to provide feedback on how they would like to approach the identification and matching of mentors and mentees, as well as what tools and resources might be helpful in supporting mentor relationships, in order for Administration to provide appropriate support in this area. The Committee agreed that all Board members should be willing to provide mentorship to new members at least once during their time on the Board both to support incoming Board members and maximize their own skill development from their volunteer contribution to the Board. The Committee prefers that mentors be volunteers and that they be paired with the new members based on their availability and any shared interests and skill sets. The Committee agreed that some structure to establish the mentorship relationship may be appropriate initially and considered the possibility of more than one mentor being assigned to incoming Board members in a single Board year.

It was agreed that in the event a mentor could use support in how to assist their mentee, those questions may be directed to the Board Chair and supported by Administration through resources and training opportunities. Administration also agreed to create a list of initial actionable examples to guide and support new mentors.

Sandy Gill has been canvassing mentorship availability with Board members and will develop a list of interested volunteers for the upcoming Board year. Administration will facilitate introductions for identified Board mentors and their mentees in order to establish those relationships before the end of 2021 and the beginning of the 2022 workplan.

Task	Responsible	Deadline
Speak one-on-one with Board members to gauge interest in providing mentorship to new members in 2022.	Sandy Gill, Committee Chair	November 15, 2021

Propose to the Governance Committee a list of what Board members are expected to provide as mentors to new members.	Administration	January 2022
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C. Conflict of Interest Mitigation Process

Because the Governance Committee observed a potential for conflict of interest when appointing members to this year’s ad hoc Board Recruitment Committee, the recruitment process document has been updated with language reflecting appropriate considerations to mitigate those potential conflicts:

- *NOTE: In the event that a Board Member currently up for re-appointment is also appointed to serve on the Ad Hoc committee, the Governance Chair and Board Chair will (as per the Conflict of Interest Policy (the “Policy”)):*
 - *Review any potential / perceived conflict of interest risks with the Board Member and determine whether it is in accordance with the Policy for the Board member to serve on the Ad Hoc committee, and whether any action is required to ensure compliance with the Policy. This may include, for example, the Board member recusing themselves from any discussion or decision relating specifically to their own candidacy.*
 - *Review any potential / perceived conflict of interest and determine the appropriate course of action to ensure compliance with the Policy with the other members of the Ad Hoc Board Recruitment Committee.*
 - *Notify the Board of the consideration of the Conflict of Interest Policy and any decision(s) taken to ensure compliance with the Policy.*

MOVED by Sandy Gill that the proposed addition to the Board Recruitment Process documentation be approved as presented.

Carried unanimously

VI. Board Relations

A. Board Retreat Update

Ad Hoc Retreat Planning Committee Chair Jocelyn Phu expressed gratitude to everyone who participated in planning the event. Phu advised that she has a record of the notes recorded during the facilitated in camera discussion for the group’s reference.

B. Governance Committee Skills Matrix Review

The Committee reviewed the results of the skills matrix questionnaire they had completed prior to the meeting and requested that Administration further synthesize the results and submit a draft of the final list for approval via email. The Committee asked that an introductory note be included with the standing committee skills matrices advising all Board members that none of the listed skills or work sectors would preclude someone from joining any of the committees. All Board members are recruited with the expectation that they may serve on any committee as it suits their strengths, interests, and the needs of the Board.

Task	Responsible	Deadline
Present a draft list of the top skills and areas of experience or interest identified as aligning with the work of the committee for incoming members of the Governance Committee. Submit the draft to the Committee Chair via email for approval.	Administration	October 15, 2021

VII. Board Self-Evaluation Survey

The Committee reviewed an updated version of the survey questions and agreed that it is ready for distribution to the Board.

Task	Responsible	Deadline
Distribute the survey to the Board in advance of the October 27, 2021 meeting of the Board.	Administration	October 27, 2021

MOVED by Sandy Gill that the Board Self-Evaluation Survey questions be approved as presented and distributed to the Board in advance of the October 27, 2021 Board meeting.

Carried unanimously

VIII. Bylaws, Policies, and Processes

A. Equity, Diversity & Inclusion Policy: Review of Process Recommendation

Heather Robertson presented an updated version of the policy writing process. The Committee agreed with the updated recommendation and asked Administration to begin executing the pre-work needed between now and 2022 to position the new Governance Committee to complete this work in the new year.

The Committee agreed that the working title of this policy be changed to Equity, Diversity, and Inclusion. The Committee discussed how this policy writing process presents an important opportunity to consider alignment of EDI with Reconciliation efforts, recognizing that the work of Reconciliation is closely linked, but distinct, from the work of Equity, Diversity, and Inclusion.

Task	Responsible	Deadline
Administration to make recommended preparations for the policy writing process to begin in 2022.	Administration	December 31, 2021

IX. Libraries Act Consultation Survey

The Committee reviewed the *Libraries Act* Consultation Survey draft response and approved its release to the Public Library Services Branch. Administration will submit on behalf of the Board and in advance of the October 8, 2021 deadline.

MOVED by Sandy Gill that the Calgary Public Library *Libraries Act* Consultation Survey draft response be approved as presented.

Carried unanimously

X. Workplan Review

The Committee reviewed the workplan and provided several suggestions for the 2022 Governance Committee:

- With CEO Recruitment being removed from the workplan, CEO Performance Evaluation will instead become an item of focus and may include collaborative work with the Calgary Public Library Foundation Board to inform their evaluation process for their respective CEO
- New Board member orientation has been a subject of change this year, so the Committee proposes a focus on evaluating the new process and making improvements in 2022
- Identify and implement milestones for the orientation and mentorship processes
- Remove the mandate review in June, returning to the standard schedule of just one review in January of each year
- Mark the Team Charter work as complete and remove from 2022
- Leave the Committee Skills Matrix placeholder to make room to discuss whether the skills matrix was helpful or can be improved for the following year
- Update items related to the new policy to reflect its working title of Equity, Diversity, and Inclusion
- Make time early in the year for a procurement process to engage a search firm for Board Recruitment as at least two members will be reaching the end of their terms

Task	Responsible	Deadline
Include proposed changes to the workplan as requested for final approval by the 2022 Governance Committee.	Administration	December 31, 2021

XI. Other Business

None.

XII. Adjournment

MOVED by Sandy Gill that the meeting be adjourned at 7:30 pm.

Transcribed by Amanda Robertson

Sandy Gill
Chair

Unapproved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Wednesday, October 13, 2021
5:30 pm

In Attendance:

Board

Crystal Manyfingers (Chair)
Sandy Gill
Avnish Mehta
Jocelyn Phu
Andrew Rodych
Sheeba Vijayan

Administration

Sarah Meilleur, *CEO*
Mary Kapusta, *Director, Communications*
Paul Lane, *Director, Corporate Services*
Amanda Robertson, *Executive Assistant*
Shannon Slater, *Director, Service Delivery*

Regrets:

Shereen Samuels

Guests:

Trevor Myers, *Business Analyst, Corporate Services*
Scott Stanley, *Senior Manager, Information Technology*

I. Meeting Opening

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

II. Review of Agenda

MOVED by Andrew Rodych that the agenda for October 13, 2021 be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Jocelyn Phu that the minutes of the September 8, 2021 meeting be approved as presented.

Carried unanimously

IV. Business Arising

None.

V. Q3 2021 Strategic Scorecard Review

Trevor Myers presented highlights from the Q3 2021 Strategic Scorecard Update. The Q3 2021 report includes results in the How Much category of accountability measures. How Well and Better Off measures will be next reported in Q4 2021.

Circulation and virtual learning targets were set based on projections of current use levels. The remaining targets were set between 20% to 50% of pre-pandemic service levels for the same period in 2019, well before the global pandemic had been declared along with the province's initial public health measures. With locations open for the entirety of Q3 2021, use of Library services began to reach more traditional levels.

Many measures exceeded their targets, but circulation was the strongest result in Q3. Strong digital circulation and auto-renewals contributed towards circulation in Q3 2021 exceeding the results from Q3 2019, which is especially notable given that visitation remains more than 50% lower than it had been during that same time.

As in Q2 2021, online learning resource use declined more than expected by Administration. While some of this decline may be attributed to the consolidation and removal of specific resources, the drop is more likely a reflection of external variables, such as reduced health restrictions and warmer weather. A decline in the use of school support resources is also typical in Q3 with most schools being closed for the summer.

Programming failed to meet its target this quarter, with the number of programs decreasing slightly compared to Q2 2021. This decrease was measured despite the return of in-person programming, with locations across the city delivering sessions to members on site. The resumption of strong public health restrictions required the Library to cancel nearly 300 in-person programs in late September, further impacting this measure against its target.

Technology use increased in Q3 2021 and was driven by increased physical visitation. Computer, wireless, and printing use all grew over Q2 2021 and each exceeded the levels measured during the same period in 2020. The Borrow a Computer program continued to fill a technology gap within our communities. The 400 computers available through the program are regularly in full use with a holds list in place.

Myers advised that the Story Truck is not being included in the traditional outreach measures because of additional precautions being taken with this service focusing primarily on children not yet eligible to be vaccinated for COVID-19. The Committee asked that this be expressed more clearly in the commentary in Q4 2021 to ensure the Story Truck is not overlooked by the Board.

Task	Responsible	Deadline
Include additional commentary regarding Story Truck in the Q4 2021 Strategic Scorecard Review.	Administration	January 2022

Physical visitation drove up many of the measures under How Much in Q3 2021. This indicates that facility access remains an important component of the services the Library provides.

MOVED by Jocelyn Phu that the Q3 2021 Strategic Scorecard Review be received as presented.

Carried unanimously

VI. Inclusion: Understanding Users and Barriers Through Data Analysis

Mary Kapusta, Scott Stanley, and Trevor Myers presented highlights from the Understanding Users and Barriers Through Data Analysis report. Kapusta advised that the Library has the advantage of possessing a large amount of data provided directly by users, from third party polling, and through internal reporting.

The Library has had access to this large amount of data for some time but has previously used it primarily to measure success rather than performing deeper analyses to inform the Library's strategies and decisions. The Corporate Services and Information Technology teams have been working on ways to reorganize and analyze the data in critical areas, such as identifying barriers preventing segments of the public from accessing the Library's services. These conclusions will be able to inform the Library's strategic work, the partnerships it seeks with other community organizations, and the stories it chooses to tell to select audiences across the city.

Kapusta provided examples of several insights into the impacts of COVID-19 that have already been garnered through the Library's new approach to data analytics, including confirmation of socioeconomic factors having a direct impact on use and access, particularly when locations are closed.

In 2021, the IT and Corporate Services teams led a joint Business Information Modernization Project, which included several foundational elements for future work around data optimization and analysis. This included the establishment of a Data Governance Committee with a mandate to oversee the way data is collected and used at the Library while maintaining high standards of confidentiality in accordance with FOIP and its associated regulations.

This new approach to data analytics will also be informing the 2022 strategic initiative planning process and supporting the Board's Strategic Plan development.

MOVED by Jocelyn Phu that the Inclusion: Understanding Users and Barriers Through Data Analysis report be received as presented.

Carried unanimously

VII. 2023-2026 Strategic Planning Framework

Paul Lane summarized a proposed strategic planning impact framework that will support the development of the 2023-2026 Strategic Plan. Administration has been examining its current impact model and using that to inform the upcoming planning process.

This analysis began by examining the results of whether people are “Better Off” due to the Library as reported in the Strategic Scorecard. There are certain extrinsic factors measured that make an economic case for the Library’s value, but there are also opportunities to focus on the intangible benefits reported by respondents, such as inspiration, perspective, creativity, and a sense of community.

These intangible benefits are influenced by the factors the Library has control over, including staff, facilities, events, and the collection. There are also factors that the Library has influence over, which supports the achievement of the intangible benefits.

Lane shared initial thoughts on how this framework could support future Strategy and Community Committee evaluation of progress towards the achievement of the Library’s next strategic plan. This would include analyzing risks, resource allocations, emerging themes, and trends within each of the factors over which the Library has control. This is an early approach to an evaluation framework that will guide next steps in the new Strategic Plan development.

MOVED by Andrew Rodych that the 2023-2026 Strategic Planning Framework report be accepted for information as presented.

Carried unanimously

VIII. Workplan Review

A. 2021 Workplan Review

The Committee reviewed the 2021 workplan and agreed that it had been completed. Crystal Manyfingers solicited feedback on her work as Committee Chair and on the work of the Committee in general over the past year. The Committee recognized that new initiatives, such as leaving cameras on and including discussion questions at the end of each report, allowed the Committee to have deeper conversations at each meeting and thanked Crystal for her leadership.

B. 2022 Workplan Recommendations

The Committee made recommendations for the 2022 Strategy and Community Committee to consider in its workplan. First, that strategic planning be incorporated throughout the year. Second, that the Committee consider whether fewer and more focused meetings might better meet their needs.

Task	Responsible	Deadline
Include proposed changes to the workplan as requested for final approval by the 2022 Strategy and Community Committee.	Administration	December 31, 2021

C. Strategy and Community Committee Skills Matrix Review

The Committee approved the listed skills and work sector experience based on the questionnaire that was circulated in advance of the meeting.

IX. Other Business

None.

X. Adjournment

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

Transcribed by Amanda Robertson

Crystal Manyfingers
Chair

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, October 19, 2021
5:30 pm

In Attendance:

Board

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

Administration

Sarah Meilleur, *CEO*
Katrina Ducs, *Financial Services & Procurement Lead*
Chae Jun, *Controller*
Paul Lane, *Director, Corporate Services*
Trevor Myers, *Business Analyst, Corporate Services*
Amanda Robertson, *Executive Assistant*

Regrets

Avnish Mehta

Guests

Ivana Cvitanusic, *Deloitte Canada*
Harman Gill, *Deloitte Canada*
Daksha Mulay, *Deloitte Canada*

I. Treaty 7 Opening

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

II. Review of Agenda

Andrew Rodych advised that the Committee had passed a motion to review the Audit and Finance Committee mandate in October at the conclusion of the year's workplan rather than in January when new standing committee members have been appointed. Because this mandate review was not included in the agenda for the October 19, 2021 meeting, it will be discussed during Other Business.

MOVED by Andrew Rodych that the October 19, 2021 Audit and Finance Committee meeting agenda be approved with the addition of the annual Audit and Finance Committee mandate review.

Carried unanimously

III. Approval of Minutes

MOVED by Andrew Rodych that the minutes of the July 20, 2021 meeting be approved as circulated.

Carried unanimously

IV. Business Arising

None.

V. 2021 Audit Plan Review

Ivana Cvitanusic, Harman Gill, and Daksha Mulay were introduced to the Committee as representatives of Deloitte Canada, an independent auditor selected by the City of Calgary to examine Calgary Public Library's year-end financial statements. Deloitte reviewed the proposed audit plan, which had been circulated to the committee prior to the meeting, including an overview of their methodology, estimated risk profile, and cost outlay.

Deloitte advised that the Library will not receive notice of the LAPP audit requirement until Q2 2022, so they are unable to provide an official quote for that work at this time. Andrew Rodych noted that the LAPP audit plan and associated confirmation of changes letter are not specifically within the Committee's mandate to approve, but that the Committee would like to be apprised of any updates related to that process. Deloitte agreed to provide more information to the Committee Chair regarding the approximate costs associated with this triannual audit cycle.

Rodych reminded those assembled that, per the 2020 revision to the Audit and Finance Committee mandate, the audit plan may be approved at the committee level.

MOVED by Andrew Rodych that the 2021 Audit Plan be approved as presented.

Carried unanimously

Cvitanusic, Gill, and Mulay were excused from the meeting at 6:00 pm.

VI. Q3 2021 Risk Review

Trevor Myers presented highlights from the Q3 2021 Risk Register. This was the first reporting period wherein the Library was open to the public for the entirety of the quarter. All locations were open from July through September, with the only exception being Signal Hill Library opening July 5 following completion of renovations. All locations remained open but had to reduce in-person services in September in accordance with new public health restrictions.

Risk thresholds had been adjusted earlier in 2021 to account for potential location closures and reduced visitation during the COVID-19 pandemic. Due in part to this conservative approach, building visits exceeded the established target by over 90%. In Q3, visitation was the highest it has been since the onset of the pandemic, demonstrating a strong interest in in-person services. This significant increase has driven down the rate of incidents, which is calculated using the number of building visits. At Central Library, when excluding incidents that occur outside of the building, the number falls well within the low risk range. The decrease is also attributed to an increase in foot traffic and more proactive measures by security staff to deter disorderly behaviours.

Website visits increased slightly and exceeded the target by a small percentage. Online and in-person program offerings in Q3 drove traffic to the website. Electronic circulation remains very strong, performing very well in comparison to previous years.

In-person volunteering was able to resume more significantly in Q3. Though the percentage of volunteer placements relative to volunteer opportunities remained the same as seen in Q2 2021, the number of active volunteers grew by 35% to 830 individuals. These volunteers returned to deliver programs such as Reading Buddies, Coding Buddies, and ELL Conversation Circle.

There remain risks in the area of the municipal grant per capita. Population growth continues to drive the Library's per capita number lower each year. The Library operates on a lower municipal grant per capita than other comparable jurisdictions, so these remain important metrics in budget discussions with both levels of government.

MOVED by Sheeba Vijayan that the Q3 2021 Risk Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

Myers was excused from the meeting at 6:30 pm.

VII. Q3 2021 Controller's Report and Financial Review

Chae Jun presented highlights from the Q3 2021 Controller's Report and Financial Review.

The interim financial report for the quarter ended September 30, 2021 showed only a slight decrease in revenue. As of Q3, the 2021 year-end expense forecast shows a favourable variance of \$2.8M, primarily attributed to salaries and benefits. The decrease in forecasted General Operating and Building and Equipment expenses is due primarily to the pandemic's impact on various areas of operation and the reallocation of lifecycle funds. Much of the reallocation has been directed towards Collections to accommodate the increased demand for digital resources. Management has completely reallocated the \$1.45M favourable variance from Q1 and Q2 2021

and the reallocation of additional favourable variance from Q3 and Q4 will be reflected in the year-end report. The final year-end forecast is for a surplus of \$2.0M.

The Library has completed most of the projects that had carried over into 2021 from the 2020 budget. Because of the timing of current ongoing projects and settling the associated accounts receivable, only \$1M of the \$2.8M municipal lifecycle funding for the current year will be received in 2021 with the remainder being delivered in 2022.

Net financial assets currently sit at \$7.6M, but Q4 2021 spending forecasts result in a forecasted year-end net financial asset position of \$5.8M. This is consistent with the results seen at year-end in 2020. This result will rely on several variables outside of the Library's control, particularly relating to the global supply chain disruption. This disruption's primary impact on the Library to date has been related to hardware equipment. The Library issues purchase orders but cannot accurately predict when the orders will be filled and require payment to vendors.

Tangible capital assets and accumulated surplus have both decreased due to \$6.2M amortization exceeding \$3.9M new additions in the same period.

Jun advised that the operating reserve fund has not changed since it was created in Q1 2021. Jun reminded the Committee that any increases or decreases to this fund will require the Board's approval.

MOVED by Haritha Devulapally that the Q3 2021 Controller's Report and Financial Review be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

VIII. Workplan Review

A. 2021 Workplan Review

The Committee reviewed the current workplan and agreed that it had been completed in 2021.

B. 2022 Workplan Recommendations

The committee advised that the 2022 Audit and Finance Committee will benefit from three additions to its workplan: risk register target reviews in March 2022, an LAPP audit review in July 2022, and a committee mandate review in October 2022.

Task	Responsible	Deadline
Include proposed changes to the workplan as requested for final approval by the 2022 Audit and Finance Committee.	Administration	January 2022

C. Audit and Finance Committee Skills Matrix Review

The Committee approved the listed skills and work sector experience based on the questionnaire that was circulated in advance of the meeting. Sandy Gill advised that the Governance Committee had proposed an introductory note with the standing committee skills matrices advising all Board members that none of the listed skills or work sectors would preclude someone from joining any of the committees. All Board members are recruited with the expectation that they may serve on any committee as it suits their strengths, interests, and the needs of the Board. The Audit and Finance Committee agreed that this introductory note will apply to their committee as well.

MOVED by Andrew Rodych that the Audit and Finance Committee Skills Matrix Review be accepted as presented and circulated to the Board in advance of the Organizational Meeting.

Carried unanimously

IX. Other Business

A. Audit and Finance Committee Mandate Review

The Audit and Finance Committee had no changes to suggest upon reviewing the committee mandate.

X. Adjournment

MOVED by Sandy Gill that the meeting be adjourned at 7:20 pm.

Transcribed by Amanda Robertson

Andrew Rodych
Chair

**Report to the
Calgary Public Library Board
Audit and Finance Committee
October 19, 2021**

Risk Register Update for Q3 2021

I. ALIGNMENT

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q3 2021.

II. BACKGROUND

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

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

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

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

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

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

III. CURRENT RESULTS

There are currently 14 risk factors under active monitoring, 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, 7 have been categorized in the low threat range while 2 are in the medium threat range. Risk thresholds have been modified to reflect closure and forecasted activity levels.

Range	# of Measures	Notes
	6	
	2	Municipal Grant per Capita Central Library Incidents

This reporting period represents the first instance since Q4 2019 where the Library was open to the public for the entirety of the quarter. All locations were open to the public from July through September (excluding Signal Hill which reopened on July 5th). Furthermore, many of the services which were reduced during previous periods were reinstated, including in-person programming, early learning centers, room bookings, and unmetered access. These services were once more restricted or reduced following the reintroduction of provincial health restrictions in mid-September.

Risk thresholds had been adjusted in target-setting earlier in the year to account both for potential periods of closure and for reduced visitation during this public health crisis. Building visits exceeded the established target by over 90%, demonstrating a strong interest for our in-person services. Visitation was the highest it has been since the onset of the Covid-19 pandemic.

Website visits increased slightly this quarter, exceeding the established target by a small percentage. Online program offerings continue to grow in popularity and the return to in-person programming, limited though it may have been, undoubtedly helped drive traffic to the website. Electronic circulation remains very strong, performing extremely well in relation to previous years.

This quarter also saw the widespread return to in-person volunteering. Though the percentage of volunteer placements relative to volunteer opportunities remained the same as last quarter the number of active volunteers grew by 35%. A total of 830 volunteers donated their time and effort this quarter, returning to programs such as Reading Buddies, Coding Buddies, and ELL Conversation Circle.

Incidents at Central Library were the lowest they have been during this pandemic. This is due in large part to the increased visitation experienced at Central Library. Not only does this affect the measure as a proportion of visits, increased traffic in and around Central Library serves to deter inappropriate behaviour. Of the 98 security incidents that occurred at Central, half of them occurred around the Library exterior. This is consistent with the increase in negative activity experienced throughout the city core. Areas close by the Central Library, including the Rio-Can building (Superstore) and the Drop-in Centre, are the target of ongoing Police and Bylaw operations, as they seek to mitigate the atypically high number of security incidents at those sites. Counting only the incidents that occur within the Library itself, this measure would drop to only 3.22 incidents per 10,000 visits, well within the low risk range.

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

IV. CONCLUSION

As the first quarter of (nearly) full service since the pandemic began, this reporting period demonstrates how important in-person use of our facilities is to risk mitigation. The membership growth, increased visitation, and reduced security incidents experienced this quarter are all the direct result of locations being open to the public. In previous quarters, where locations were closed and services reduced, many of these risk factors increased. This favourable risk register, with all KPIs in low to medium risk range, is a testament to how important our physical facilities are. Though this pandemic has shown us that we sometimes have less control over when and how

our facilities operate, it has also demonstrated the continued value these spaces bring to our members.

v. RECOMMENDATION

1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q3 2021***, to the Calgary Public Library Board.

Trevor Myers,
Business Analyst, Corporate Services

att: Q3 2021 Risk Register

Q3 2021 Risk Register Overview

Relevance		Finance		Operations		Security	
Active Memberships <i>Next Update Q4 2021</i>	55% Target: 50% (+10.11%)	Net Financial Assets <i>Next Update Q4 2021</i>	\$7.60M Target: \$3.00M (+153.48%)	Building Visits <i>Next Update Q4 2021</i>	961,077 Target: 500,000 (+92.22%)	Community Library Incidents <i>Next Update Q4 2021</i>	1.06 Target: 1.50 (-29.33%)
Satisfaction Score <i>Next Update Q4 2021</i>	4.80 Target: 4.50 (+6.67%)	Fraud <i>Next Update Q4 2021</i>	\$0 Target: \$0	Website Visits <i>Next Update Q4 2021</i>	1,277,231 Target: 1,250,000 (+2.18%)	Central Library Incidents <i>Next Update Q4 2021</i>	6.43 Target: 4.50 (+42.89%)
Volunteer Support <i>Next Update Q4 2021</i>	99% Target: 90% (+10%)	Operating Cost per Use <i>Next Update Q1 2022</i>	\$1.67 Target: \$1.55 (-7.82%)	Library Space per Capita <i>Next Update Q4 2021</i>	0.45 Target: 0.50 (-10%)		
Circulation per Capita <i>Next Update Q4 2021</i>	9.49 Target: 12.50 (-24.11%)	Municipal Grant per Capita <i>Next Update Q3 2022</i>	\$41.05 Target: \$42.00 (-2.26%)	Staff Engagement <i>Next Update Q4 2021</i>	71% Target: 70% (+1.43%)		

Relevance - Active Memberships

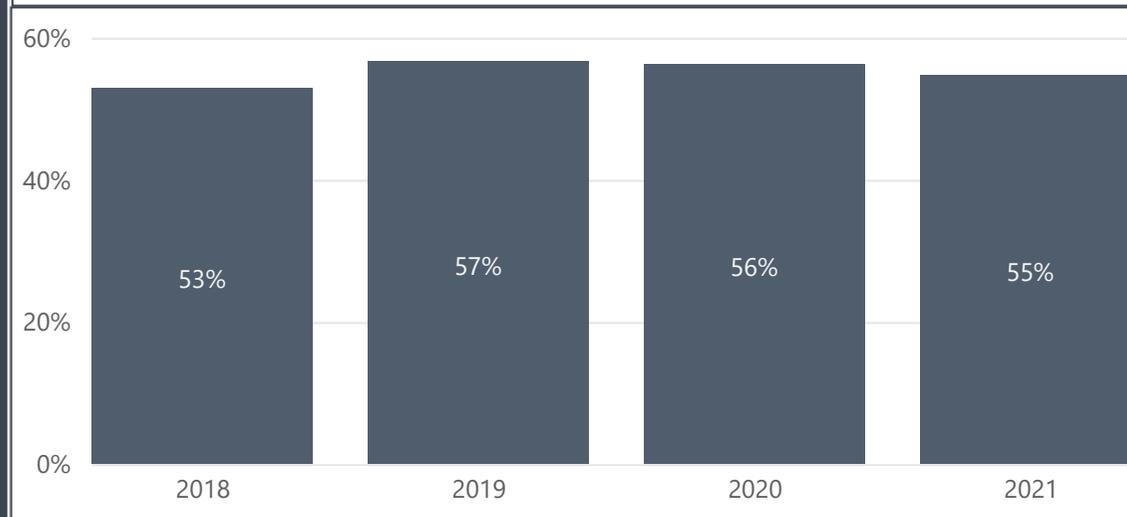
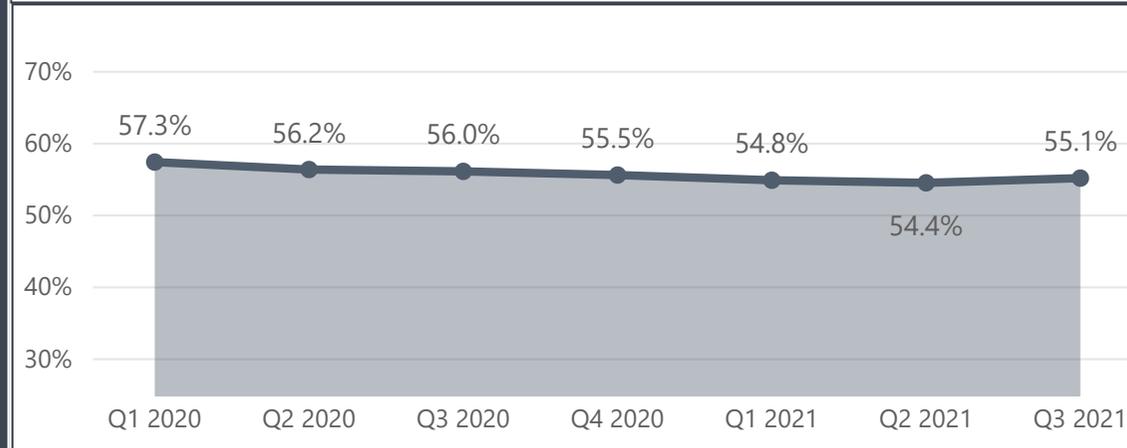
The total active members divided by population of the service area
Reported quarterly - Updated September 2021

Total active members divided by population of the service area.

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

Mitigation Actions

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



Commentary

Latest Values:
719,405 active members
2021 population of 1,306,700
31,896 new members registered during Q3 2021

With Library locations open throughout the entire quarter, new memberships bounced back to levels close to that seen pre-pandemic. New membership this quarter was 81% compared to the same period in 2019.

New memberships increased nearly 300% over Q2 2021.

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

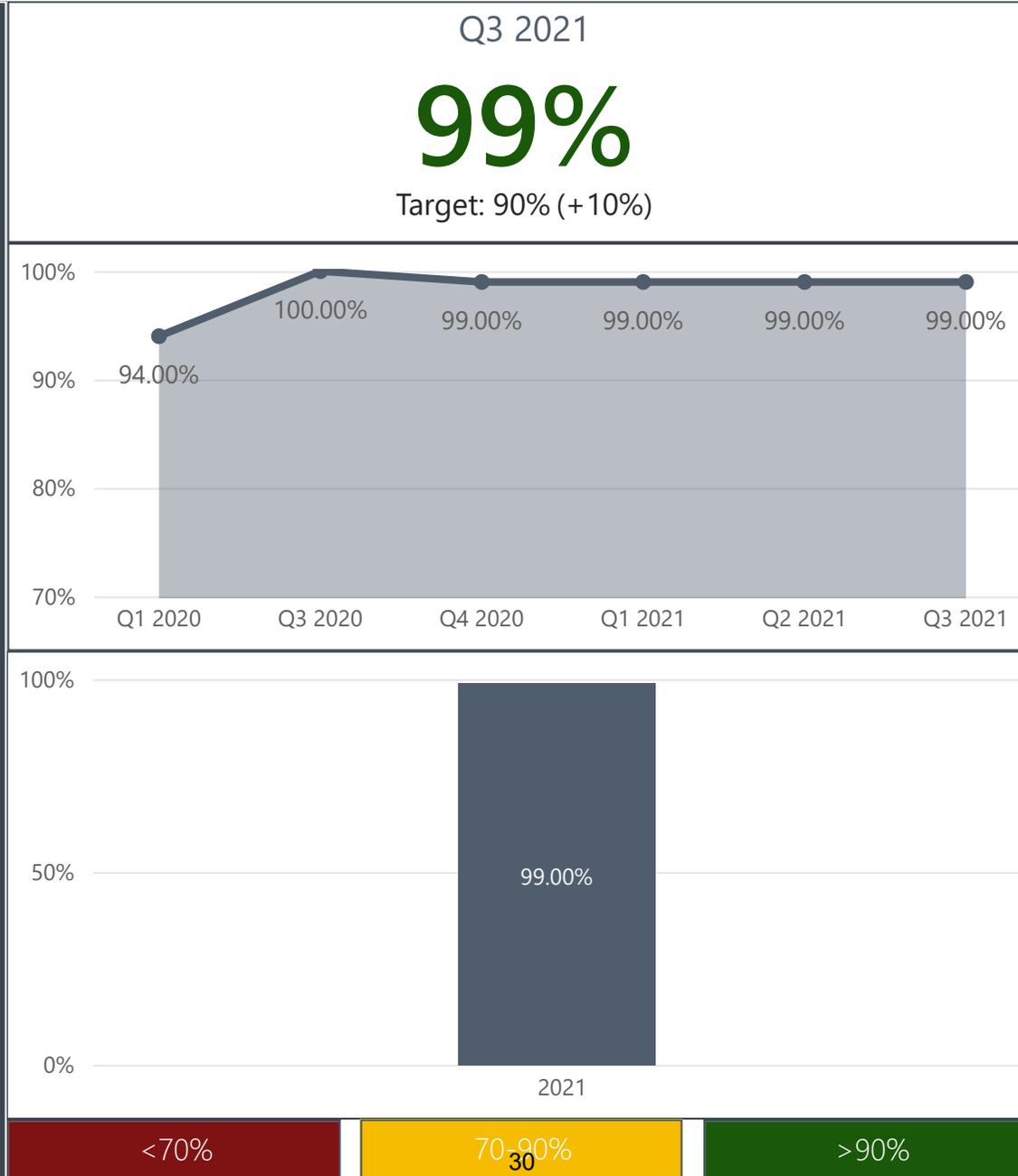
Relevance - Volunteer Support

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

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

Mitigation Actions

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



Commentary

In-person volunteering increased this quarter. Approximately 40% of placements occurring physically, with the remainder continuing virtually.

The number of volunteers grew by 35% this quarter, with a total of 830 active placements. In-person programming and special events accounted for much of this increase.

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

Finance - Net Financial Assets

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

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

Mitigation Actions

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



Commentary

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

Finance - Fraud

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

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

Mitigation Actions

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

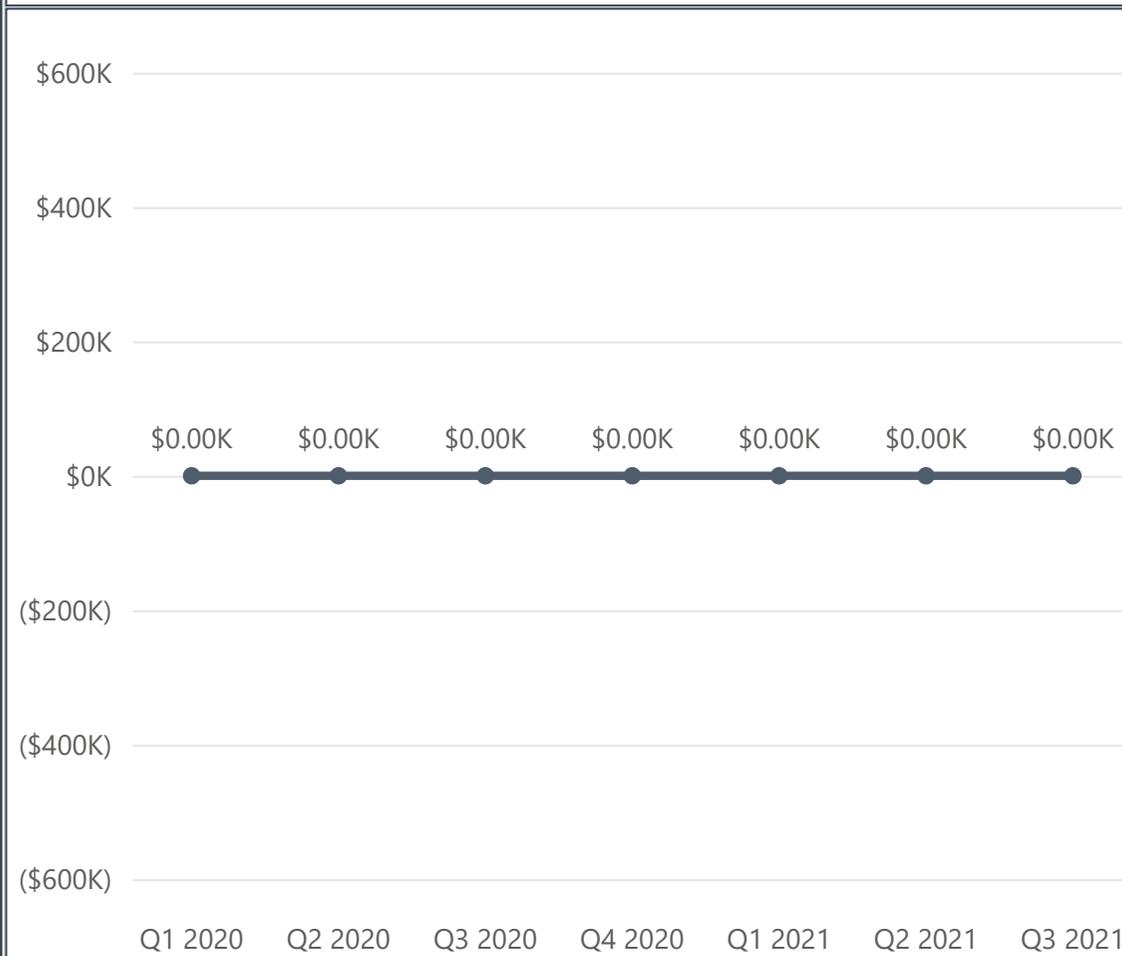
Q3 2021

\$0

Target: \$0

Commentary

Risks are increasingly electronic and sophisticated.



>\$640K

<\$640K

Finance - Municipal Grant per Capita

The municipal operating grant divided by the population of the legal service area.
Reported annually in Q3 - Updated September 2021

Consistent and adequate funding is a driver of success in achieving the aims of the Strategic Plan.

Mitigation Actions

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



Commentary

Latest values:
2021 municipal grant of \$53,638,794
2021 population of 1,306,700

By comparison, the Provincial grant (2021) is \$5.25 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.

Since 2015, inflation in Calgary has been 6.55% and population growth has been 4.55%, where the grant per capita has increased 16.04%. At the same time, Calgary Public Library has added 3 library locations and opened the new (larger) Central Library.

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

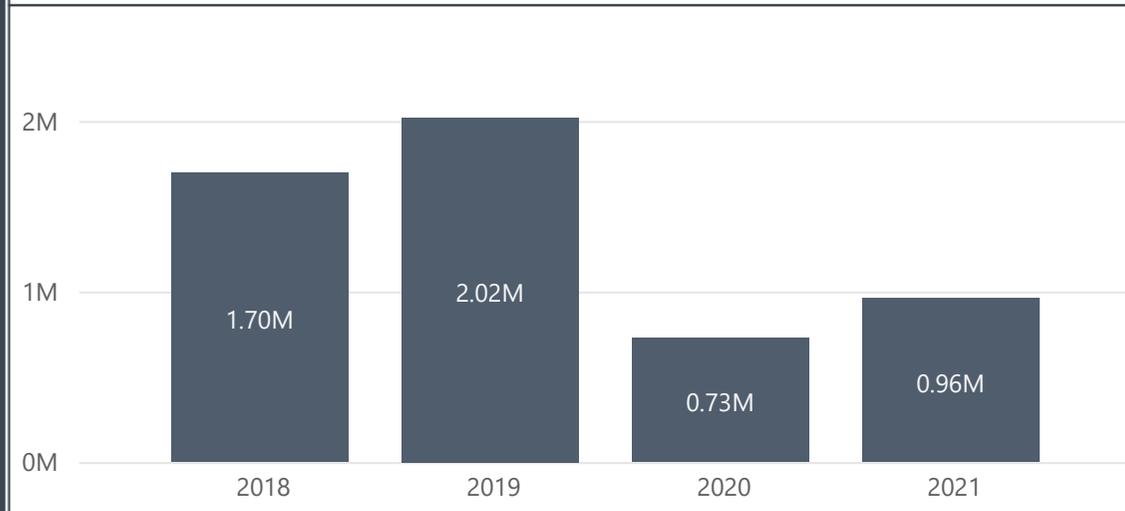
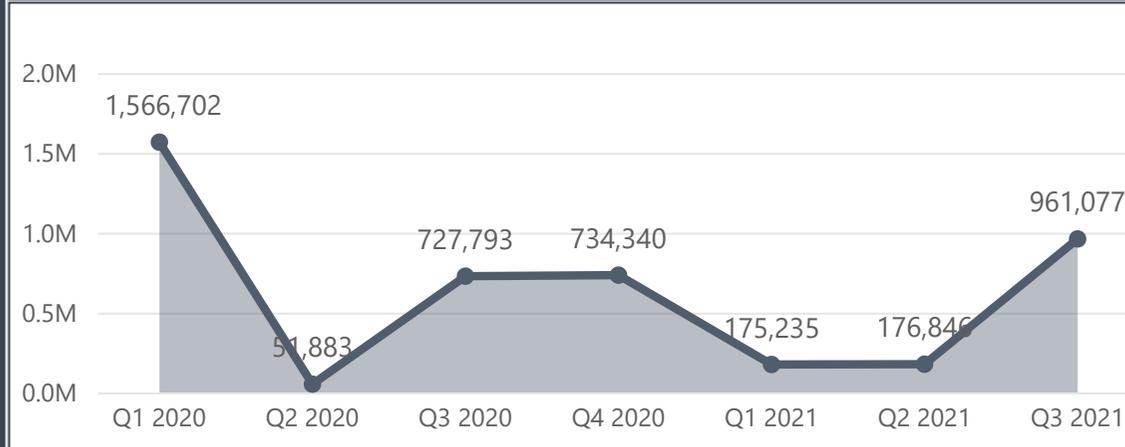
Operations - Building Visits

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

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

Mitigation Actions

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



Commentary

Latest values:

- 961,007 visits in Q3 2021
- 727,793 visits in Q3 2020
- 2,019,066 visits in Q3 2019

All 21 libraries were open to the public for this of the quarter (Signal Hill's reopening was delayed to July 5).

For the majority of the reporting period, access to facilities was *not* metered and there were no caps on capacity. Following the provincial health restriction reintroduction in mid-September, capacity was once more reduced to support physical distancing.

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

Operations - Website Visits

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

The number of visits to the Library website.

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

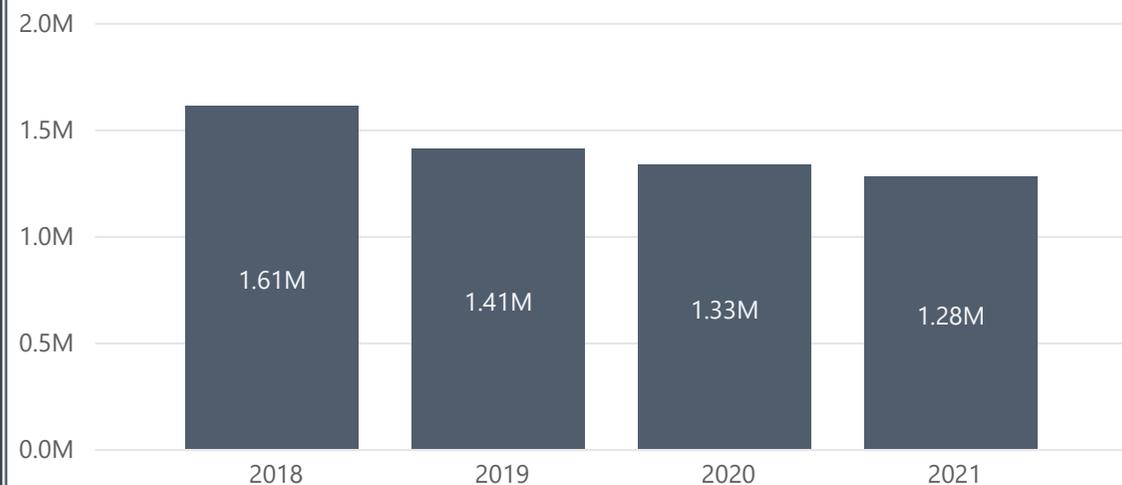
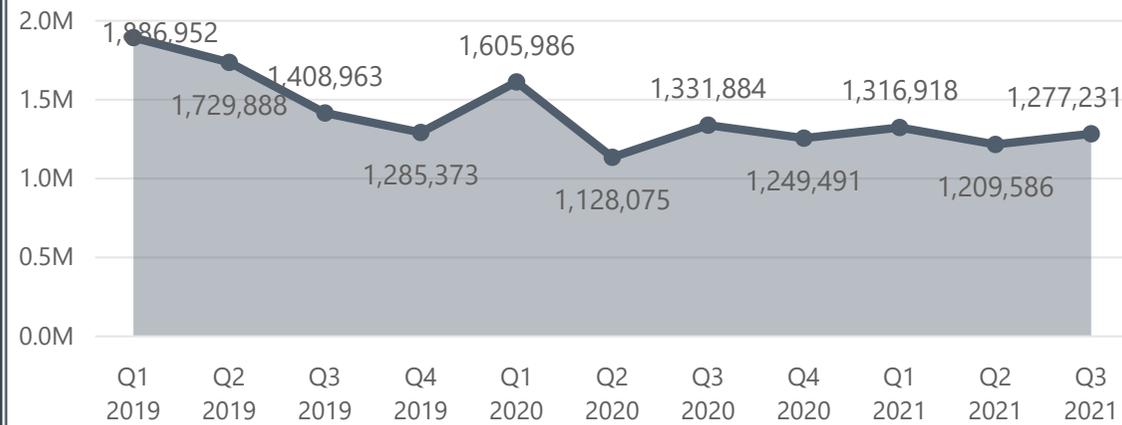
Mitigation Actions

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

Q2 2021

1,277,231

Target: 1,250,000 (+2.18%)



<1,000,000

1,000,000-1,250,000

>1,250,000

Commentary

Latest values:

1,277,231 website sessions in Q3 2021

1,331,884 website sessions in Q3 2020

1,408,963 website sessions in Q3 2019

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

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

Security - Community Library Incidents

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

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

Mitigation Actions

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



Commentary

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

There has been an increase in vagrancy and encampments at some community library locations. Security is currently working with various agencies to address these issues.

Staff continue to report higher than usual levels of abusive behaviour when dealing with patrons. These are not always specifically related to COVID (masking), but rather a sense of general tension and short fuses when interacting with library staff.

There were some incidents involving youth at community libraries located near schools. This is not unusual in September as classes resume.

Surveillance systems at Giuffre and Signal Hill libraries were upgraded in May, 2021.

Security - Central Library Incidents

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

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

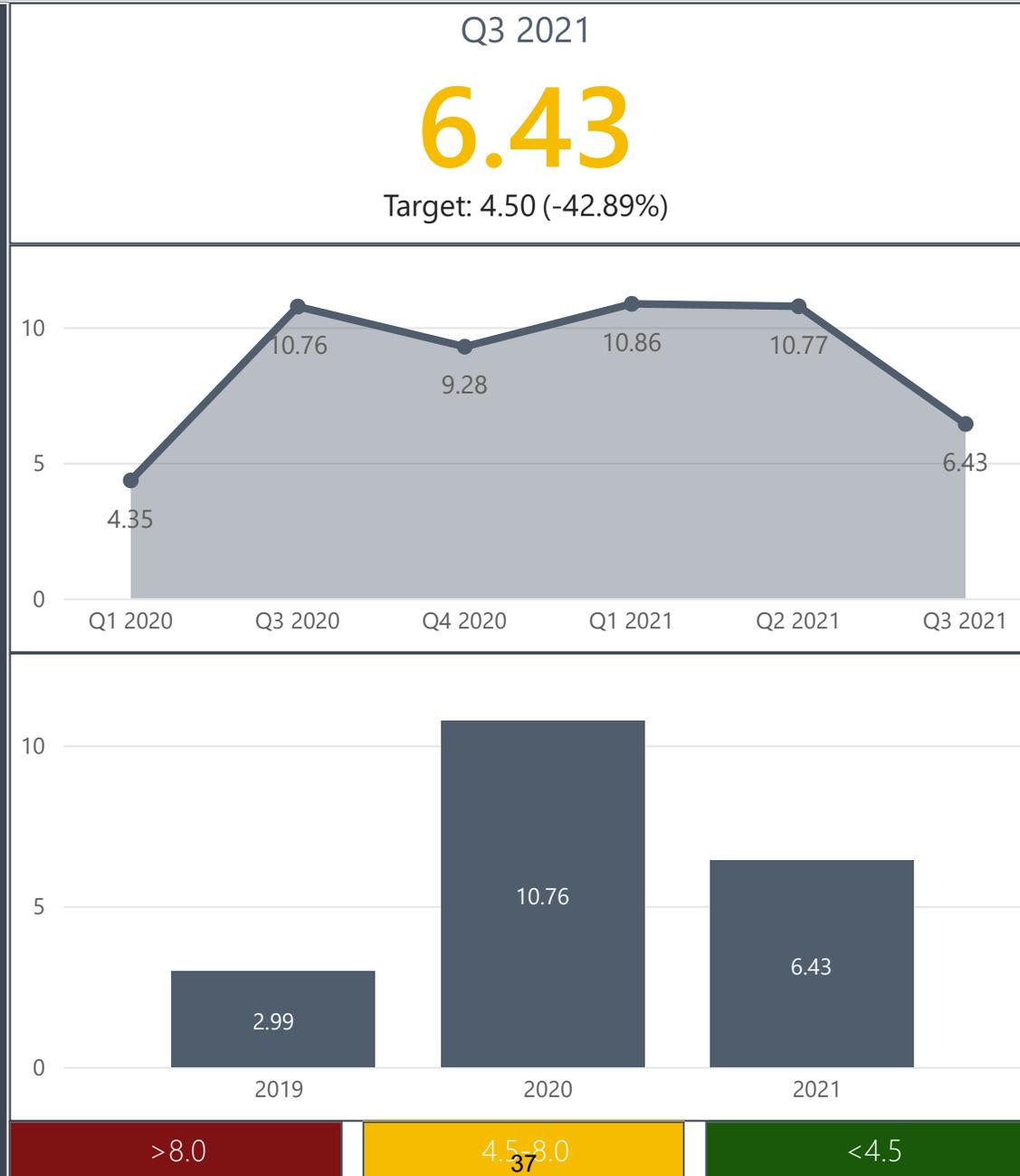
Mitigation Actions

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

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

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

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



Commentary

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

Once more, a large portion of incidents (50%) occurred around the exterior of the Library. Counting only the incidents within the facility, this measure drops to 3.22 incidents per 10,000 visits.

Bike thefts around Central Library continue to be high. Security staff intervened on several occasions, successfully preventing thefts in progress.

During exterior security patrols, security staff are actively engaging with members of the public. This preemptive intervention has help mitigate and curtail exterior security incidents.

Staff continue to report higher than usual levels of abusive behaviour when dealing with patrons. These are not always specifically related to COVID (masking), but rather a sense of general tension and short fuses when interacting with library staff.

There has been an increase in negative activities in areas adjacent or close by the Central Library; Police and Bylaw operations are actively targeting the Rio-Can building (Superstore) and Drop-in Center in response. Though a high number of security incidents are occurring in that area, it has thus far not affected Central Library security.

**Report to the
Calgary Public Library Board
Audit & Finance Committee
Oct 19, 2021**

Controller's Report for the Quarter Ended September 30, 2021

The interim financial reports of The Calgary Public Library for the quarter ended September 30, 2021 are appended to this report for information. The reports have been prepared using the full accrual basis of accounting, which recognizes the financial effect of events that impact an entity in the accounting period, regardless of whether cash was received or spent.

A. Executive Summary

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

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

The Library ended the third quarter of 2021 with an increase of accumulated surplus of \$0.1M. Management proactively reallocated \$1.5M operating surpluses through the first two quarters of the year to various priority areas such as the pandemic recovery/welcome back to the Library programs, membership campaign, building assessment project, Saddlestone Library renovation and purchasing additional on-line materials in response to the increase in demand.

The operating environment amid the pandemic and increasing supply chain disruptions introduced more operational uncertainties and resulted in an additional year-end operating surplus forecast of \$2.0M. Further explanations of the variances under revenue and expenses are summarized in sections C and D and in the *Management Report – Operating Activities*.

The specific allocations for these projects are to be determined and will be reflected in the year end report.

B. Interim Statement of Financial Position

Net financial assets are \$7.6M at quarter end (\$8.4M at Q2). The cash balance remains strong with the increase from same period prior year due to lower spending than budgeted.

C. Revenues

Revenues are \$0.03M favourable for the third quarter end.

Line 14 – Rent revenue - \$75,665U at September 30, 2021 and \$36,400U at June 30, 2021

The unfavorable variance is due to the Library closures and the Provincial Covid operating restrictions.

Line 19 – Interest and other revenues - \$105,698F at September 30, 2021 and \$85,293F at June 30, 2021

The favorable variance is due to the Genesis Centre share of reserve funds and a funded internship program, net of the decrease in printing revenue.

Line 22 – Grants and sponsorships - \$11,604U at September 30, 2021 and \$57,504F at June 30, 2021

The unfavorable variance is due to projected deferrals.

D. Expenses

Expenses are \$4.2M favorable for the third quarter end.

Line 29 – Salaries and employee benefits - \$2,186,003F at September 30, 2021 and \$1,690,013F at June 30, 2021

The favorable variance is primarily due to vacant positions and the closure. Management has reallocated \$1.45M toward additional spending in Collections and General Operating.

Line 32 – Collections - \$403,353U at September 30, 2021 and \$53,666F at June 30, 2021

Increased spending for Collections on-line materials in response to the increase in demand.

Line 48 – General operating - \$1,631,007F at September 30, 2021 and \$1,206,054F at June 30, 2021

This category includes many variances, but the largest expense variances were from IT, MarCom and Programming. Management is monitoring any potential supply chain disruptions and will adjust spending profile accordingly.

Line 54 – Building and equipment - \$625,555F at September 30, 2021 and \$398,726F at June 30, 2021

There are some savings from contract cleaning due to the closure. However, there are no issues of concern in this category projected for the 2021 year.

Line 74 – Occupancy - \$66,360F at September 30, 2021 and \$25,015F at June 30, 2021

There are some savings due to a decrease in operating and common area costs.

Line 75 - Amortization - \$75,464F at September 30, 2021 and \$52,376F at June 30, 2021

This favorable variance is due to slower TCA additions.

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 interim financial reports, lifecycle and operating reserve reports for the period ended September 30, 2021.

Prepared by Chae Jun CPA, CGA, MBA

Controller

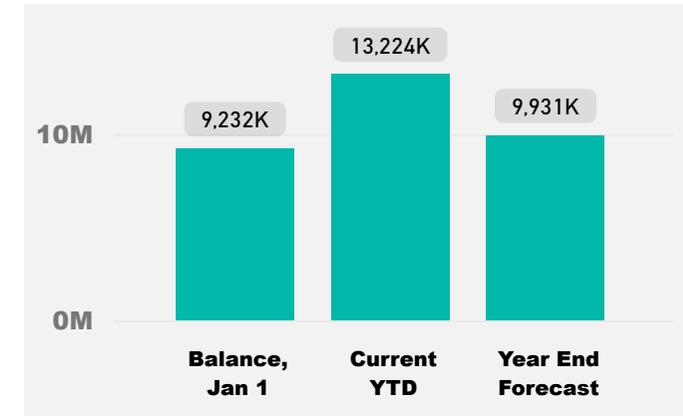
Commentary

- City funding received for 2021 as budgeted.
- The Library received the \$6.9M 2021 Provincial grant in April.
- Interest & Other increase mainly due to the Genesis Centre share of reserve funds and hosting of internship program.
- Restricted Grant decrease due to projected deferrals.

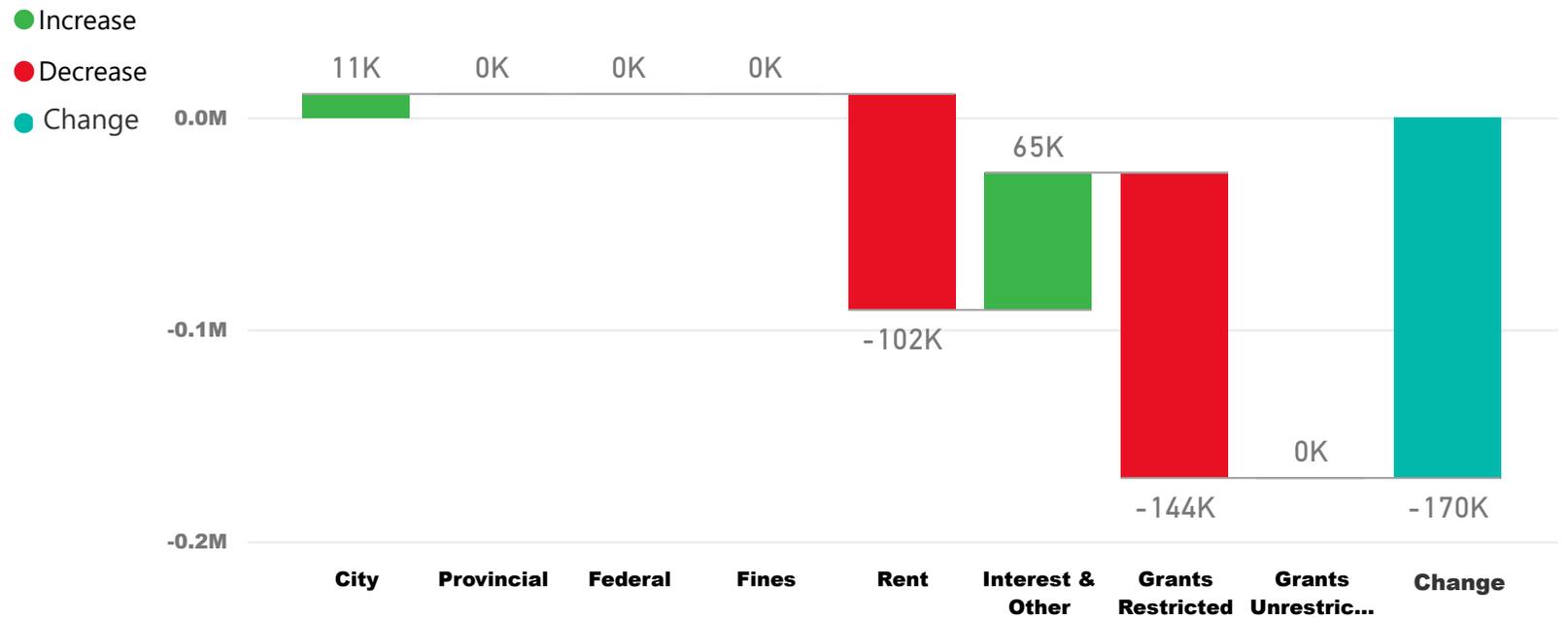
Actions

- Library locations reopened on June 14, 2021. The Library is currently operating with revised visitor guidelines and reduced in-person programming.
- Lukes at Central Library has not been using the Library space as of the end of Q3.

Cash Position Forecast, as of Sept 30, 2021



Revenue Year End Forecast, as of Sept 30, 2021



Board-Approved Budget Revenues
63,152K

Forecasted Revenues
62,982K

Commentary

- Net decrease of expenses for year end forecast as of Q3 is \$2.5M. Net cash surplus for year end forecast is \$2M.

- 2021 year end forecasted overall salaries and benefits favorable variance is \$2.8M.

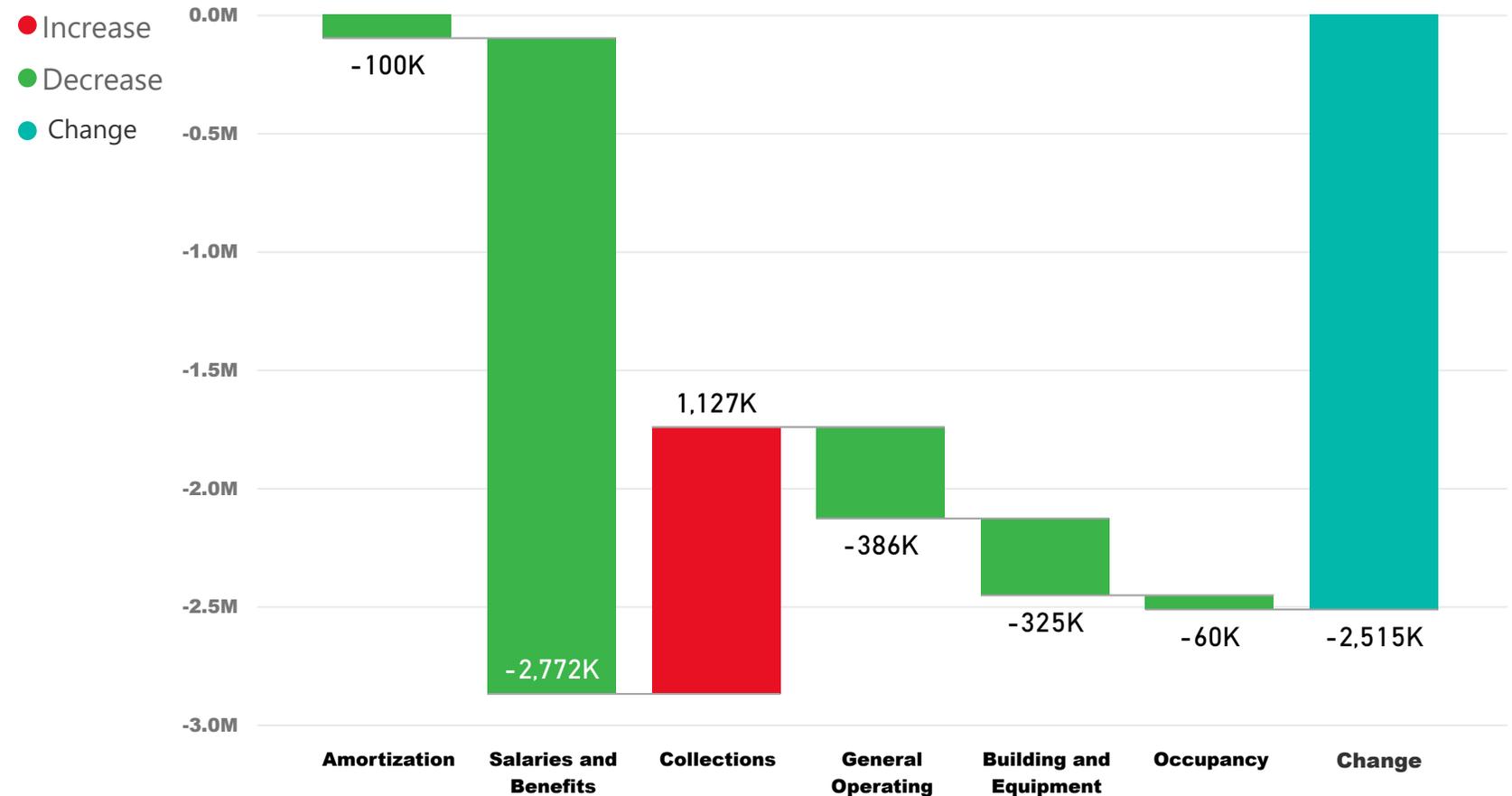
- General Operating and Building & Equipment forecasted decrease is mainly due to the pandemic impact on various areas of operation and reallocation of lifecycle funds.

Actions

- The management reallocated the \$1.45M favorable variance of salaries and employee benefits from Q1 and Q2.

- The reallocation plan of the additional favorable variance from Q3 and Q4 is under review by ELT and will be reflected in the year end report.

Expense Year End Forecast, as of Sep 30, 2021



Board-Approved Budget Expenses
69,866K

Forecasted Expenses
67,351K

Lifecycle Funding Commentary

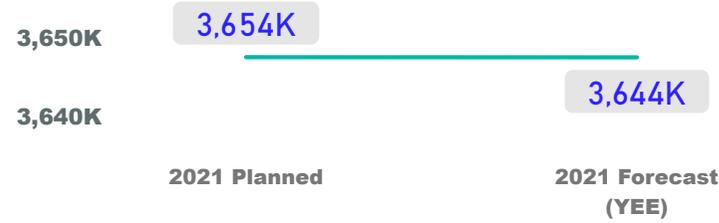
- Carry forward funds include \$1.4M of The City lifecycle funding and \$0.5M asset management funds from PYs.

- Current year funds include \$2.8M of The City lifecycle funding (\$1M will be received in 2021 due to timing of the projects), \$0.2M asset management from the operating funds, and \$75K from the Genesis Centre capital reserve.

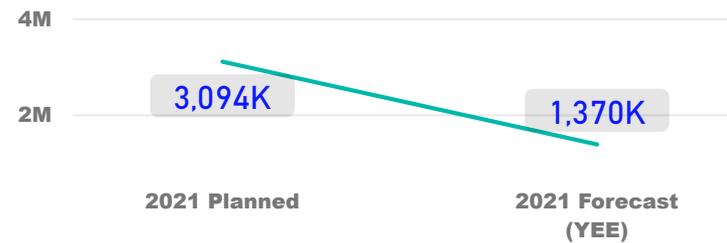
Lifecycle Surplus Forecast, as of Sept 30, 2021

Funding Source

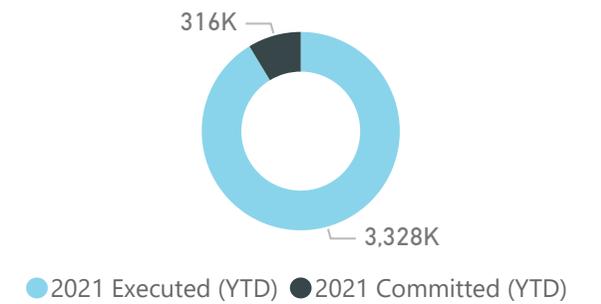
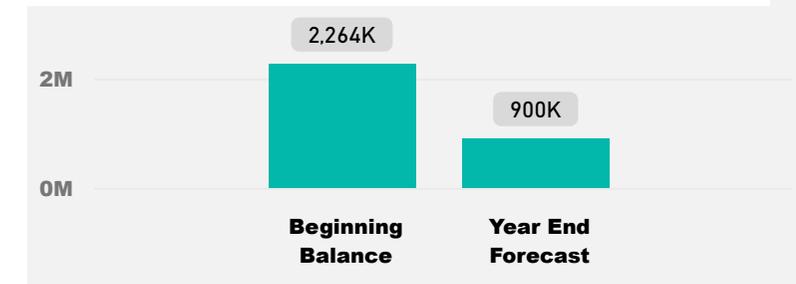
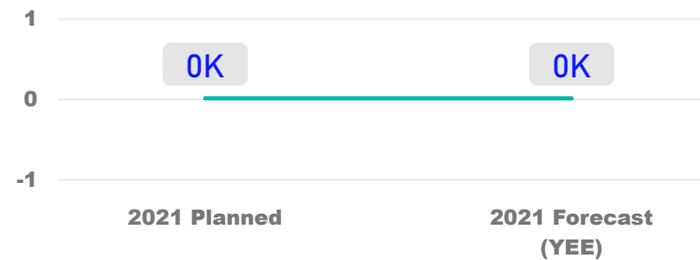
Carry Forward



Current Year Funds



Growth Projects Funds



● 2021 Executed (YTD) ● 2021 Committed (YTD)

Lifecycle Spending Commentary.

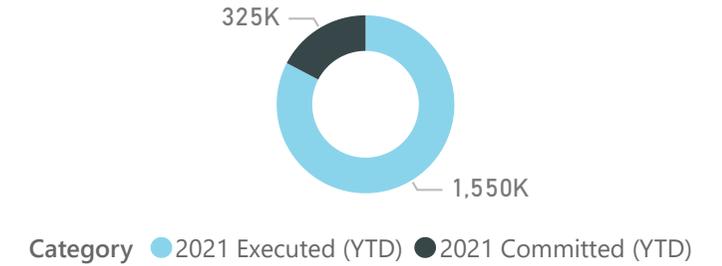
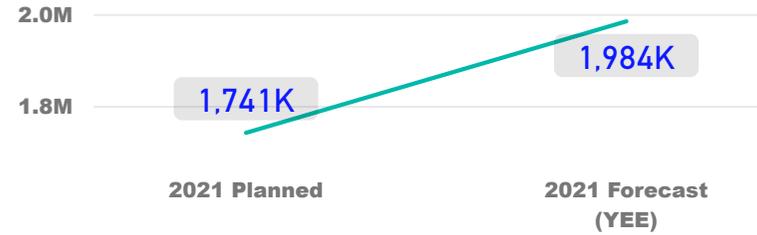
- Carry forward projects include: Memorial Park washroom & main floor, Giuffre upgrade, Country Hills lighting, Signal Hill BOH, Seton theatre, IT equipment, 50% of Automated Material Handling machine for Signal Hill & demand maintenance projects.

- Building projects include Saddletowne and Shawnessy. Asset management project was removed from Lifecycle (\$0.6M).

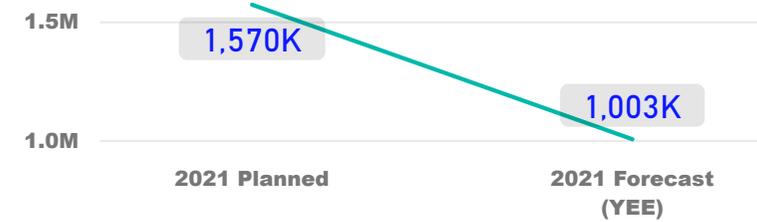
- Vehicle additions include two delivery vans. No additional fleet vehicles will be added in 2021.

Spending Profile -1-

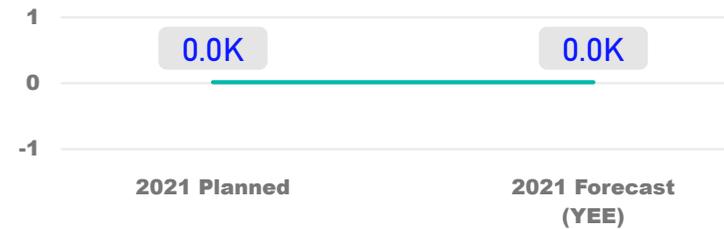
Carry Forward Projects



Building

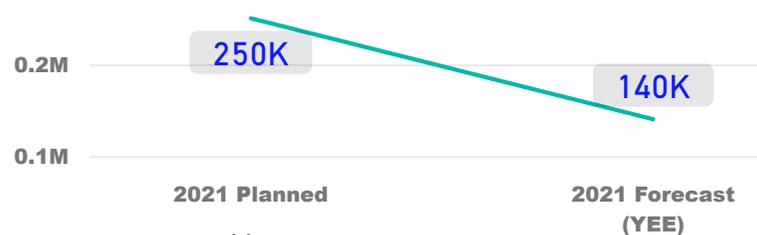


Furniture



Category ● 2021 Executed (YTD) ● 2021 Committed (YTD)

Vehicles



Commentary:

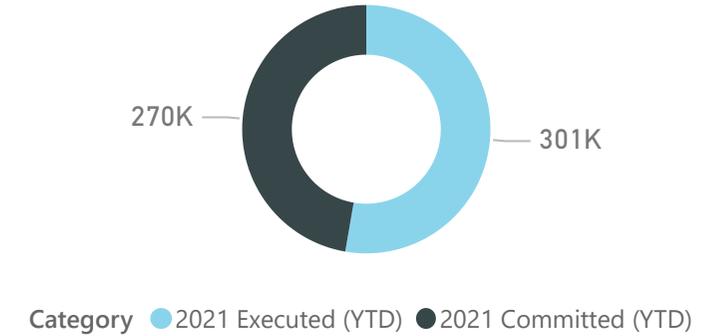
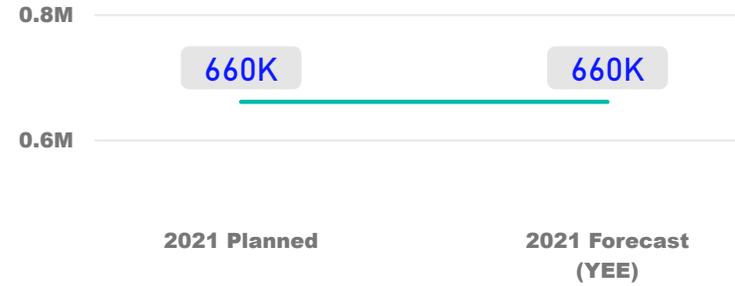
- IT projects include: 50% of Automated Material Handling machine for Signal Hill and Network/End-User Equipment.

- There are no growth projects planned in 2021.

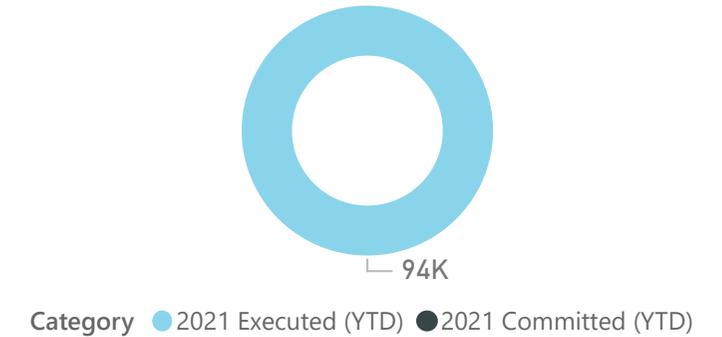
- Demand Maintenance planned funding was reallocated to the Saddletowne reno project (\$0.2M)

Spending Profile -2-

Technology



Demand Maintenance - Small Projects



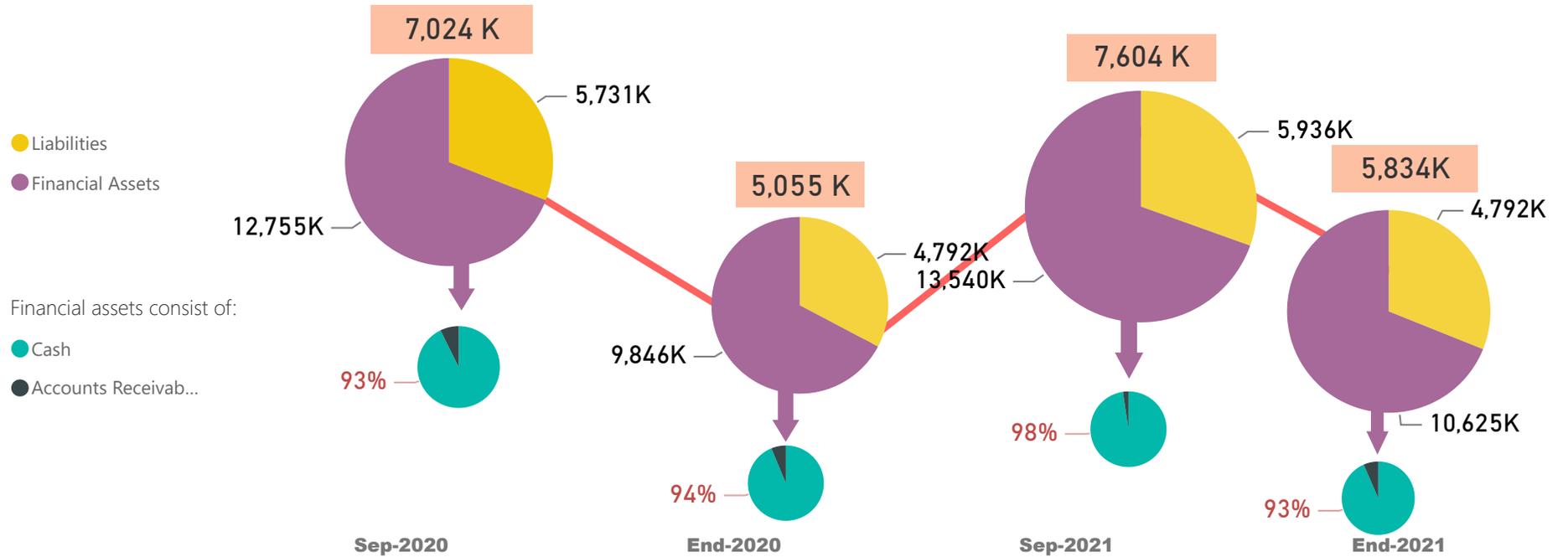
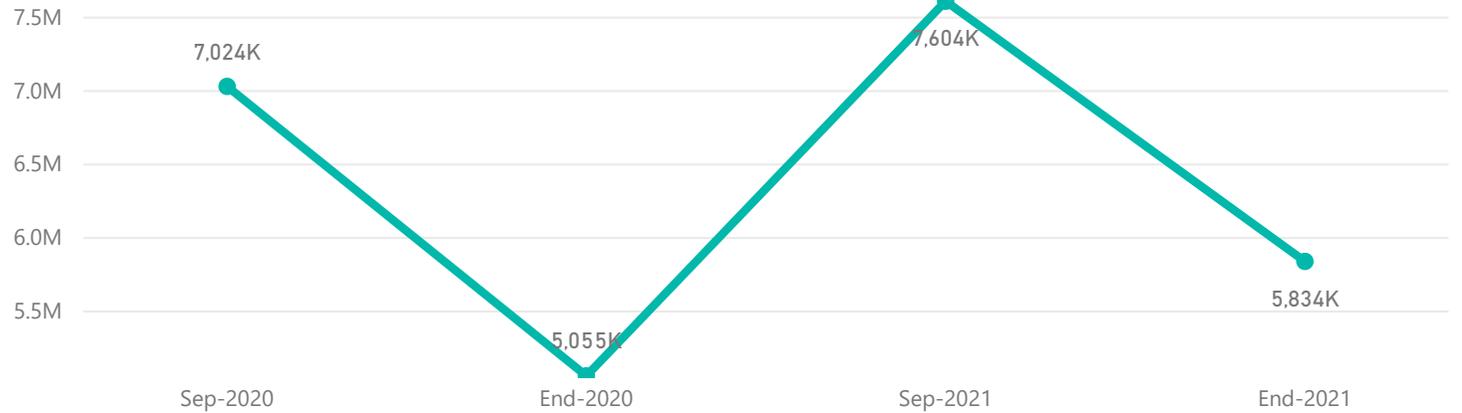
Growth Projects

Commentary

- Year-end forecasted Net Financial Assets is \$5.8M, as of September 30, 2021.

Statement of Financial Position with YEE, as of Sept 30, 2021

Net Financial Assets



Statement of Financial Position with YEE, as of Sept 30, 2021

Commentary

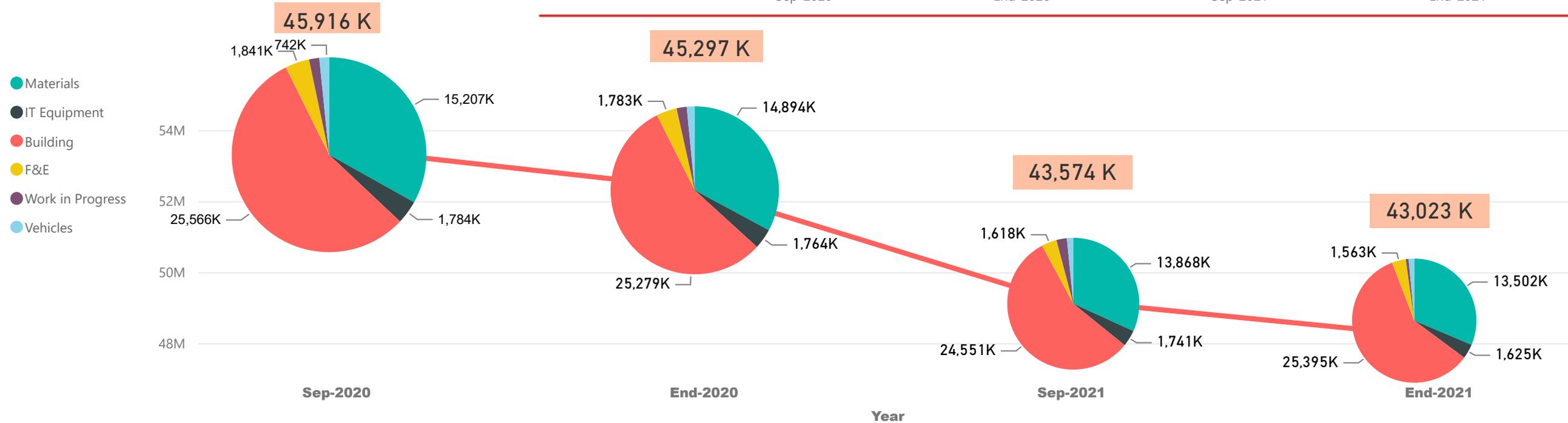
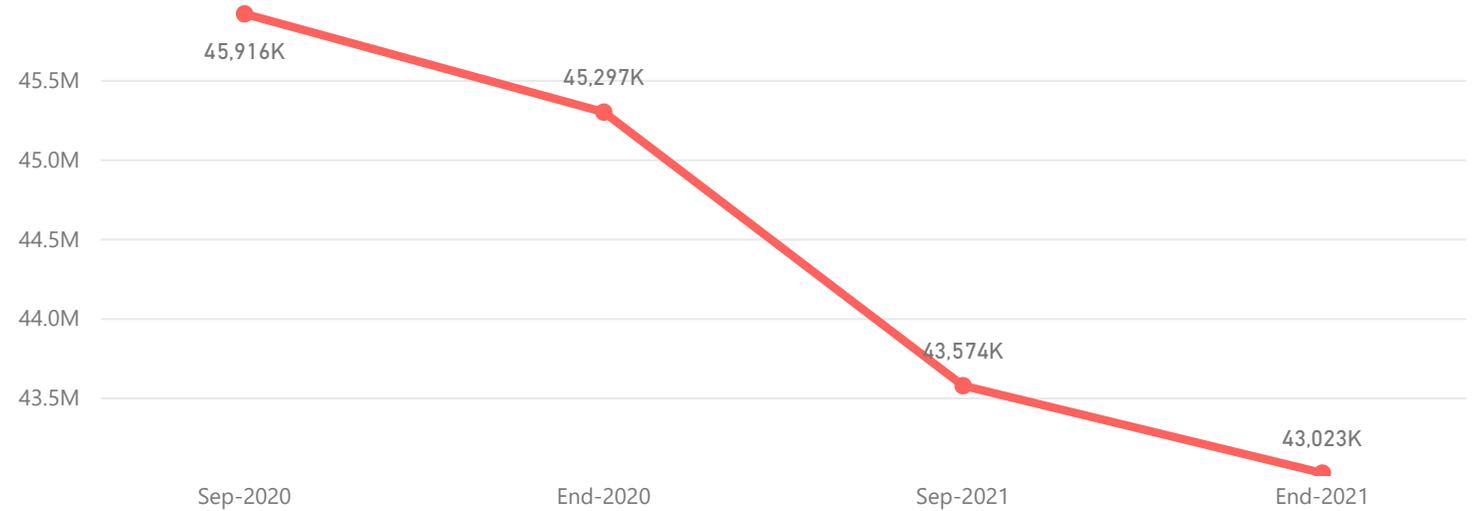
- Tangible Capital Assets decreased due to higher amortization (\$6.2M) than the new additions (\$3.9M).

Actions

2021 Planned additions:

- Books: \$1,716K
- Buildings: \$1,742K (net of WIP transfer)
- IT (AMH): \$322K
- Vehicles: \$140 K

Tangible Capital Assets

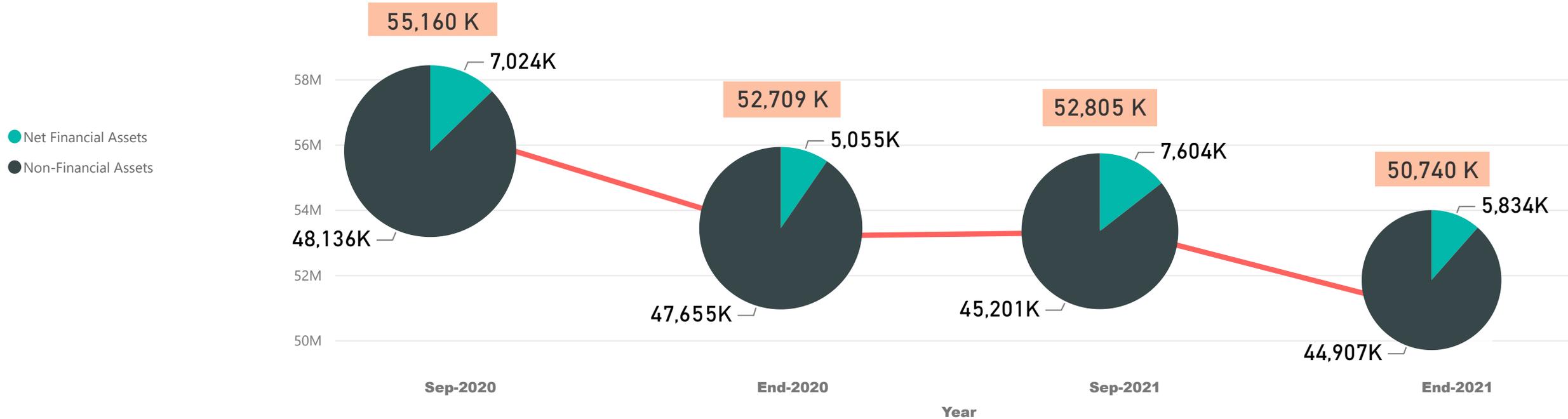
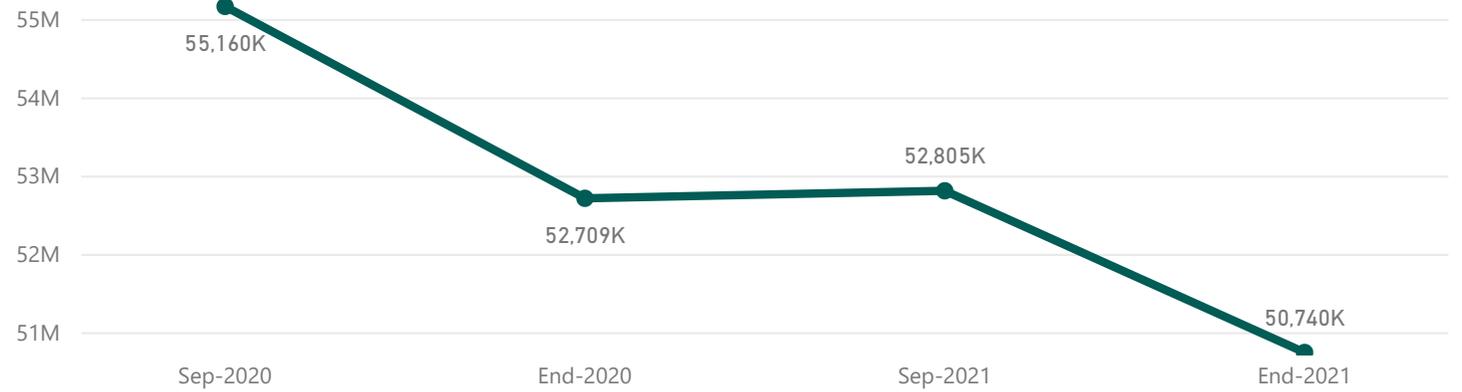


Statement of Financial Position with YEE, as of Sept 30, 2021

Commentary

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

Accumulated Surplus



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

	30-Sep-21	30-Sep-20	31-Dec-20
FINANCIAL ASSETS			
Cash	13,224,025	11,826,785	9,232,405
Accounts receivable	316,246	928,565	613,925
	13,540,271	12,755,350	9,846,330
LIABILITIES			
Accounts payable and accrued liabilities	3,934,110	3,916,329	4,272,182
Deferred revenues	2,001,903	1,814,529	519,570
	5,936,013	5,730,858	4,791,752
NET FINANCIAL ASSETS	7,604,258	7,024,492	5,054,578
NON-FINANANCIAL ASSETS			
Tangible capital assets	43,573,554	45,915,695	45,296,570
Inventory	55,107	71,439	58,664
Prepaid assets	1,572,423	2,148,385	2,299,666
	45,201,084	48,135,519	47,654,900
ACCUMULATED SURPLUS	52,805,342	55,160,011	52,709,478

THE CALGARY PUBLIC LIBRARY BOARD
Management Report - Operating Activities
For the Period Ended September 30, 2021

	Current YTD \$	Budget YTD \$	Budget Variance YTD \$	Total BUDGET \$	Total Forecast \$	Forecast Increase/ (Decrease) vs Total Budget \$	Total Forecasted vs Current YTD \$	Forecast Comments (Favorable: F / Unfavorable: U)
REVENUES								
5 City of Calgary	40,231,864	40,220,790	11,074	53,627,720	53,638,794	11,074	(13,406,930)	F - City insurance proceeds.
9 Province of Alberta	5,151,117	5,151,117	0	6,864,917	6,864,917	-	(1,713,800)	Provincial grant remains stable for 2021.
10 Federal Government	-	-	-	-	-	-	-	
13 Fines	-	-	-	-	-	-	-	Fine-free library
14 Rent revenue	64,350	140,015	(75,665)	205,280	103,350	(101,930)	(39,000)	U - Decreased rent revenue due to pandemic impact.
19 Interest and other revenue	659,247	553,549	105,698	756,786	821,569	64,783	(162,322)	F - Increase due to Genesis Centre share of reserve funds, South Fish Creek Complex share of surplus and invoicing for BIPOC internship program, net of reduced printing revenue collected during library closure and decreased interest income.
22 Grants and sponsorships								
Grants and sponsorships - restricted	1,261,358	1,272,962	(11,604)	1,697,282	1,553,217	(144,065)	(291,859)	U - Projected deferrals.
Grants and sponsorships - unrestricted	-	-	-	-	-	-	-	
	1,261,358	1,272,962	(11,604)	1,697,282	1,553,217	(144,065)	(291,859)	
23 Total revenues	47,367,936	47,338,433	29,503	63,151,985	62,981,847	(170,139)	(15,613,911)	U
EXPENSES								
29 Salaries and employee benefits	27,220,028	29,406,031	2,186,003	39,904,290	37,132,623	(2,771,667)	9,912,595	F - Projected 2021 YE overall Salaries & Benefits favourable variance.
32 Collections	5,516,777	5,113,424	(403,353)	6,312,319	7,439,812	1,127,493	1,923,035	U - Increased spending on Collections
48 General operating	5,884,607	7,515,614	1,631,007	9,722,082	9,336,146	(385,936)	3,451,539	F - Projected 2021 YE General Operating decreased spending due to pandemic impact. Impacted areas mainly include MarCom, Programming, Security Measure, Supplies, Staff Travel & Printing Usage.
54 Building and equipment	3,804,273	4,429,828	625,555	5,863,862	5,538,911	(324,951)	1,734,638	F - Projected 2021 YE Building & Equipment decreased spending is mainly due to reallocation of lifecycle funds and reduced cleaning costs.
74 Occupancy Costs	1,270,925	1,337,285	66,360	1,777,187	1,717,187	(60,000)	446,262	F - Reduced common area costs.
75 Amortization	4,638,982	4,714,446	75,464	6,285,928	6,186,334	(99,594)	1,547,352	F - Due to decrease in projected TCA additions
76 Total expenses	48,335,592	52,516,629	4,181,037	69,865,668	67,351,012	(2,514,654)	19,015,419	F
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:	(967,656)	(5,178,196)	4,210,540	(6,713,683)	(4,369,165)	2,344,518	(3,401,508)	
Transfer between lifecycle and operating	407,039	407,039	-	1,491,000	841,049	(649,951)	434,010	U - Due to reallocation of lifecycle funds.
Transfer from unrestricted reserve	2,149,282	802,682	1,346,600	802,682	2,149,282	1,346,600	-	
Operating reserve	3,000,000	-	3,000,000	-	3,000,000	3,000,000	-	
Transfer to asset management life cycle	(225,000)	(168,750)	(56,250)	(225,000)	(225,000)	-	-	
Transfer to books capital	(1,303,000)	(1,238,102)	(64,898)	(1,640,927)	(1,715,616)	(74,689)	(412,616)	
Add back amortization	4,638,982	4,714,446	(75,464)	6,285,928	6,186,334	(99,594)	1,547,352	
EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	7,699,647	(660,881)	8,360,527	0	5,866,884	5,866,883	1,832,763	
Government transfers for capital	1,063,520	1,063,520	-	4,249,000	2,400,000	(1,849,000)	1,336,480	U - Based on projected lifecycle spending by YE
Amortization	(4,638,982)	(4,714,446)	75,464	(6,285,928)	(6,186,334)	99,594	(1,547,352)	
Purchase of books capital	1,303,000	1,238,102	64,898	1,640,927	1,715,616	74,689	412,616	
Add back transfer to asset management life cycle	225,000	168,750	56,250	225,000	225,000	-	-	
Transfer between lifecycle and operating	(407,039)	(482,039)	75,000	(1,491,000)	(841,049)	649,951	(434,010)	
Less transfer from unrestricted reserve	(2,149,282)	(802,682)	(1,346,600)	(802,682)	(2,149,282)	(1,346,600)	-	
Less Operating reserve	(3,000,000)	-	(3,000,000)	-	(3,000,000)	(3,000,000)	-	
Write off of tangible capital assets	-	-	-	-	-	-	-	
Change in Accumulated Surplus	95,864	(4,189,676)	4,285,540	(2,464,683)	(1,969,165)	495,518	1,600,497	(1,873,301)
Accumulated Surplus, beginning of year	52,709,478	52,597,810	111,668	52,597,810	52,709,478	111,668		
Accumulated Surplus, end of year	52,805,342	48,408,134	4,397,208	50,133,127	50,740,313	607,186		

Lifecycle Funding and Spending Profile	Projects	Description	2021 Planned	2021 Forecast (YEE)	2021 Executed (YTD)	2021 Committed (YTD)	2021 Total (YTD)
As at September 30							
Funding Source			('000)				
		Carry Forward Funds	3,654	3,644	3,328	316	3,644
		Current Year Funds	3,094	1,370	300	1,055	1,355
		Growth Project Funds	-	-	-	-	-
Total Funding Available			6,748	5,014	3,628	1,371	4,999
Spending Profile							
	Carry Forward Projects	2020 Carry Forward Projects	1,741	1,984	1,550	325	1,875
	New Projects	Building - Lifecycle	770	1,003	70	873	943
		Demand Maintenance	500	327	94	-	94
		Furniture	-	-	-	-	-
		Vehicles - Lifecycle	250	140	140	-	140
		Technology	660	660	301	270	571
		Growth Projects	-	-	-	-	-
		Asset Management	600	-	-	-	-
Total Spending Profile			4,521	4,114	2,155	1,468	3,623
Net			2,227	900			1,391
		Contingency	200	-			-
Total Funds Available			2,027	900			1,391

Operating Reserve Fund	Projects	Description	2021 Planned	2021 Forecast (YEE)	2021 Executed (YTD)	2021 Committed (YTD)	2021 Total (YTD)
As at September 30							
Funding Source			('000)				
		Carry Forward Funds	3,000	3,000	3,000	0	3,000
		Current Year Funds	0	0	0	0	0
Total Funds Available			3,000	3,000	3,000	0	3,000
Spending Profile							
	Carry Forward Projects	2020 Carry Forward Projects	0	0	0	0	0
	New Projects	2021 Projects	0	0	0	0	0
Total Spending Profile			0	0	0	0	0
Total Funds Available			3,000	3,000	3,000	0	3,000