



CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, September 30, 2020
Online via Microsoft Teams



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Treaty 7 Virtual Opening

To begin our meeting today, we acknowledge Moh'kinsstis, the lands where the Elbow and Bow Rivers meet. In the spirit of Truth and Reconciliation, we recognize the ancestral territories, cultures, and oral practices of the Blackfoot people, the Iyârhe Nakoda Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region 3. Calgary Public Library serves the community on this traditional land and we honor all people who share, celebrate, and steward the Treaty 7 territory of Southern Alberta. This Land Acknowledgement reminds us of the histories that precede us, highlights our responsibilities going forward, and helps bring us together on a shared journey of Truth and Reconciliation.

Operational Report September 2020

Government Relations

The City is working to address evolving fiscal realities. The Solutions for Achieving Value and Excellence Program (SAVE) has been initiated to support The City's financial sustainability and its goal is to find, implement, and realize \$74 million in strategic savings, as directed by Council in November 2019 (\$24 million in 2021 and \$50 million in 2022).

City Administration is now working to build and deliver business cases by November 2020 to inform the City's annual plan and budget adjustments process. One of these business cases directs City Administration to review the funding of Civic Partners, including Calgary Public Library. As part of the process to conduct the analysis and involve stakeholders and citizens, the City included an opportunity to submit feedback on engage.calgary.ca. Calgary Public Library also worked with Engage Calgary to make these surveys available on public computer stations in all locations, on the Library's website, and through social media channels. The Library is keen to drive traffic to the site as part of its commitment to support civic engagement in our community and to foster conversation on topics important to citizens. Business cases and recommendations resulting from SAVE will be provided to Council in November.

This fall, the Library Board Chair and CEO are taking meetings with City Councillors. These conversations typically cover a wide variety of topics, including questions relevant to specific libraries or neighborhoods. Key messages of the Library include the vast reach of the Library across the City and its enduring value in citizens' lives, the Library's strongly delivered COVID-19 response plan, and the Library's crucial role in addressing urgent community needs, particularly supporting economic recovery and community resilience.

On the provincial front, the Premier announced a few changes to the provincial cabinet, including the appointment of Tracy Allard, MLA for Grande Prairie, as Minister of Municipal Affairs. Working with Library systems across the province, a letter to the new minister was delivered in early September to offer congratulations, provide background on the importance of public libraries in rural and urban communities across the province, and underline the need for sustained provincial investment. Even as municipalities provide the bulk of funding for public library services, provincial operating grants are critical, particularly making resource sharing among public libraries possible, helping to ensure equitable access to public library resources. Library leaders from across the province will have an opportunity to meet virtually with Minister Allard on September 30.

The Alberta Urban Municipalities Association (AUMA), which represents Alberta's urban municipalities where over 85% of Albertans live, holds its Annual Convention in late September. Among the resolutions AUMA is scheduled to discuss and on which votes will be held, two are related to libraries.

AUMA Resolution 2020.C7 requests that Alberta's Department of Municipal Affairs use current population data in calculating provincial operating grants for municipal public libraries. Currently, population data used to calculate per capita grants for library systems across the province can be several years old.

AUMA Resolution 2020.C6 requests the Government of Alberta review the *Libraries Act* and Libraries Regulations through a comprehensive public consultation process to identify and

address concerns about the current wording and application of the Act and Regulations to different kinds of Library systems across the province. At the time of this writing the success of the resolutions and the timing of any related next steps is unknown.

Operational Highlights

Reopening Update

The Library's physical locations started reopening in late June, with a gradual increase in number of locations open and hours of operation. Since July 20, all 21 locations have been open all regular hours. In addition, as Sundays typically have the highest use per hour in the libraries, Sunday hours have been expanded: for the first time, all locations across the system are now open Sundays year-round.

The Library's determination to restore operating hours as soon as possible while respecting current public health restrictions reflects an intention to ensure that services for Calgarians are maximized in a time when they are urgently needed. Visit and circulation numbers are steadily rising, and current physical visits is roughly 50% of the previous annual average of 20,000 per day or 7 million per year.

As the pandemic persists in our community, in-person programming and event offerings are highly limited. In response, the Library continues to invest strongly in virtual services and live and recorded online programs. More than 300 live virtual programs have been delivered, with more being added every week. Library at Home video content has been viewed 134,500 times, with nearly one million impressions. Here are some outstanding examples of quality virtual programming being delivered:

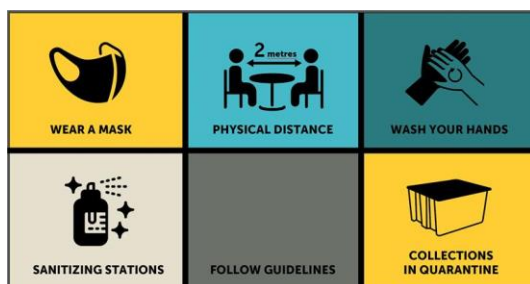
- National Indigenous History Month programs included performances, live and recorded from Treaty 7 musicians, a discussion with author Richard Van Camp, and interviews with Indigenous Services team members, including book recommendations and discussions of how to be a better ally.
- Three Library experts participated in a live CBC Back to School panel to help viewers discover helpful educational resources including tips, tricks, and programs the Library has to offer.
- In partnership with d.talks', the *Let's talk about... Making Room* featured panelists from across North America discussing equitable housing and included opportunities for small breakout sessions with the presenters.
- Two brand new Residencies, the Storyteller in Residence and Songwriter in Residence, launched entirely online. The Newcomer Artist in Residence and Historian in Residence also moved online.
- Both the Historian and Storyteller in Residence took part in the Library's collaboration with Chinook Country Historical Society to present an online Historic Calgary Week. This partnership also yielded a separate on-demand, and particular timely, program, *Epidemics and our Ancestors*.

As the Library reopened, and with profound gratitude to the strong participation of team members across the system, the Library became an international model of innovation during a crisis for its content, programming, services, and safety measures. Here are just a few highlights of the accomplishments:

- Handling Library materials in new ways, including quarantining.

- Adapting to public service and programming with social distancing, face coverings, and continuous sanitization measures in place.
- Identifying and implementing new hardware and software solutions for staff and patrons.
- Enhancing internal and external communication platforms and content.
- Sustaining, re-imagining, and re-launching collections processes.
- Modifying existing, and designing wholly new, programs and services, many of them online for the first time.
- Improving Library spaces and maintaining them according to emerging public health realities.
- Formalizing COVID-19 health and safety protocols and HR processes.
- Ensuring that essential financial systems are future-ready and were sustained throughout the Library's business interruption.

The Library continues to experience a higher than normal staff vacancy rate, as we work to fill vacant positions and manage the impacts of a larger than normal percentage of sick leaves and employee accommodations resulting from the continuing pandemic. Even as many key performance indicators like visits and circulation of physical items continue to be lower than normal, staff time is consumed in new ways by the additional work of online services, live virtual programs, expanded website content creation, designing and testing limited in-person programs, and sanitization and other COVID-19 protocols (metering access, quarantining books, and curbside pickup).



Employee Identification

As locations reopened, team members across the system sported a new look that makes it easier for patrons to recognize them and that fosters team spirit. Staff vests were introduced in November 2018 at the opening of Central Library and have been expanded across the system as libraries re-opened physical spaces to the public. By highlighting the highly valued and skilled people who provide frontline service in Calgary's libraries every day, vests are having a positive impact on the organization's strength in providing outstanding patron experiences and building lasting relationships with library users.



New Build a Book Bag Service

The Library's new *Build a Book Bag* service launched on August 6. Members complete an online form, indicating a topic or genre of interest, and staff curate a book bag just for them. The program not only supports patrons by giving them direct access to the Library team's notable skills in readers' advisory, it is a particularly helpful service for Calgarians who may not be in a position to browse the stacks in-library during the pandemic. Build a Book Bag is an example of a service created to meet specific needs during the pandemic, but that may well be sustained into the future as a lasting means of connecting patrons with their next great reads.

Outdoor Programming

The Library continues to seek alternative models to welcome Calgarians into Library programs that have traditionally involved the physical assembly of participants indoors. Aside from the wide variety of online programs now readily available through the Library, outdoor in-person programming is being introduced. Fresh air programs have included family story times at multiple locations, book discussion groups under the shade of Library trees beside Signal Hill Library, and *Reading with Royalty* in Memorial Park during Calgary Pride. To prepare for program pilots, safety guidelines for outdoor and outreach programs during the pandemic have been developed and implemented system wide.



Re-Engaging Library Volunteers

While respecting public health guidance, the Library continues to look for ways to engage Library volunteers who give so generously of their time. In August, volunteers were pleased to learn about the re-introduction of program offerings, both online and in-person, to which they could contribute. Volunteer-supported programs now include *ELL Conversation Circle Online*, *Book Discussion Group Online*, *Story Pals Online*, *Tech Mentors Online*, and *TD Read With Me*, which will offer in-person one-on-one matches in September. A great deal of work and thought goes into the virtual relaunch and expansion of each of these programs. For instance, *Tech Mentors* is entering its second phase of pilots in October, which will include an increase in the number of sessions and the length of each session. At the same time, the Library team is promoting online

Tech Mentors among partner agencies, seniors' centres, and other contacts who work with people with technology barriers.

Deposit Collections

New protocols and workflows have been put in place to re-commence the distribution of Library collections to some of the community's most vulnerable, including deliveries to seniors' residences, day homes, and the Women in Need Society (WINS). The scale of this work has ramped up quickly, with the Library's Story Truck completing delivery of 66 deposit collections to day homes in less than a month and the *Libraries in Residence* program having expanded to 25 seniors' care homes across the City.

Highlights from Work on Strategy 1: Inclusion, Reconciliation, and Connection

Internship Program for BIPOC Youth

The Library is participating in a national, federally supported initiative to recruit youth interns who are Black, Indigenous, or People of Colour. Eight postings have been advertised and interviewing is in process. The internship program, involving multiple public library systems and spearheaded by Computers for Success Canada (CFSC-OPEC), is specifically designed to support youth ages 15 to 30 in bridging education and employment, developing and sharing digital skills in a variety of areas in the public library environment. Intern positions at the Library include opportunities to develop and practice digital, IT, and communications skills in Collections, IT, and Marketing and Communications.

Read Woke

In this moment of widespread reflection on systemic racism, the Library identified an opportunity to partner with Beanstack to adapt their *Read Woke* challenge for a Canadian audience. *Read Woke* was originally created by American school librarian Cicely Lewis to encourage students to develop understanding and respect for the diversity in their communities. Beanstack created a template, in partnership with Cicely Lewis, which asked people to find and read a book in one of ten categories, reflect on what they learned, and share that learning with someone else. To make the challenge more relevant to Canadian audiences, the Library created an internal project team and, through CULC, engaged other Canadian public libraries licensing Beanstack in the work. To provide further opportunity for diverse voices to participate in the activity, a survey was released to all Library employees to solicit feedback and ideas. The result is a Canadian-based *Read Woke* template on Beanstack, available to all Calgary Public Library members and all libraries connected with Beanstack. Work on booklists to support this program is underway and will be activated in the weeks ahead.

Update on Building Internal Capacity to support Equity, Diversity, and Inclusion

Earlier this year, the Library reported on efforts to have all Calgary Public Library employees take part in two online programs from the Canadian Centre for Diversity and Inclusion (CCDI): *Diversity and Inclusion Fundamentals* and *Unconscious Bias*. In addition to the ongoing rollout of these programs, Library team members across the system are also taking part in the *Four Seasons of Reconciliation*, a multi-media teaching resource that promotes a renewed relationship between Indigenous Peoples and Canadians. To date 148 team members across the system have

completed the *Four Seasons of Reconciliation* modules and over 250 have completed the CCDI learning products, with numbers growing each quarter.

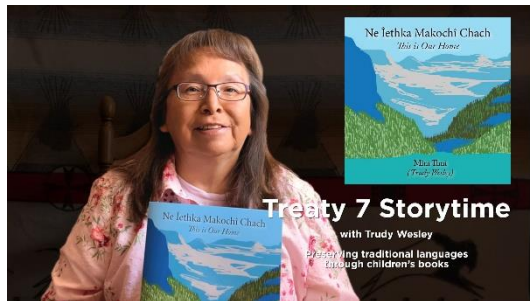
Work to promote equity, diversity, and inclusion in our organization will also be a key focus of the recently struck Employee Engagement Action Team, the goal of which is to respond to employee feedback. Feedback to previous staff surveys has included important questions and considerations about how the Library can be a more inclusive employer where team members from different backgrounds and cultures feel safe, welcome, and valued.

Storyteller in Residence

The Library piloted a 10-week residency with renowned author and storyteller, Richard Van Camp in June 2020, funded by an anonymous donor. As part of the residency Richard delivered virtual storytelling workshops and hosted online one-on-one consultations. He also encouraged participation in the Library's *Pieces of a Pandemic Project*, which is designed to preserve the visual and written pandemic stories of Calgarians and Treaty 7 Nation members. The Storyteller in Residence pilot was so successful, and Richard was in such demand, that the residency has been extended to the end of October 2020. He will continue to offer consultations, deliver workshops for teens and adults, and is now connecting with Treaty 7 high schools.

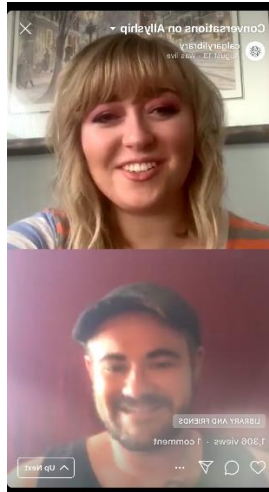
Treaty 7 Storytime

Library at Home content continues to expand and over the summer the Library began a collection of recorded readings with some of the authors from the Treaty 7 Languages Book Project. Four recordings have been published and the team hopes more authors will choose to share their books. Indigenous content continues to be amongst the highest performing video content for the Library, with the Treaty 7 Children's Land Acknowledgment becoming one of the most viewed videos in just a few months.



Pride at the Library

Pride at the Library included a range of virtual events, live interviews, reading lists, oral histories and more. Important conversations with community partners were delivered on Instagram Live interviews, touching on recent homophobic incidents in Calgary and the importance of allyship and advocacy, and previous Historian in Residence Kevin Allen delved into the history of Calgary Pride.



Highlights from Work on Strategy 2: Early Literacy, Learning, and Empowerment

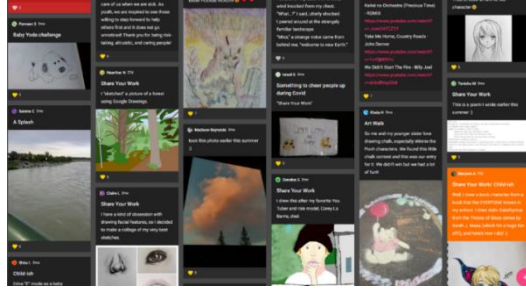
Play Professor

After a delay caused by the pandemic, Play Professor Anne Cloarec began her work on September 14. The Play Professor is supported by a Calgary Public Library Foundation secured grant from an anonymous donor to advance evidence-supported play techniques and early learning leading practices at the Library and in our community. Anne's professional experience includes a background in social work, teaching, urban planning, and community engagement. Her work will help guide the Library through an exploration of innovative ways to engage with families experiencing diverse barriers, and to share and gather information on the ways children are supported in the early years through play and development in community. Given the impacts of COVID-19 on vulnerable families, the work of Play Professor is more important than ever, as it will shed light on how the Library can continue to advance its early learning strategy in an environment in which play with high touch materials in highly social settings is difficult to achieve.

Summer Learning

As a result of the pandemic, 2020's Ultimate Summer Challenge transitioned online. The team leveraged the Library's connection with Beanstack to implement a summer reading / learning platform that enabled kids to track reading progress, engage in online activities, and achieve sought-after challenge badges. While kids could not participate in the dynamic, hands-on learning activities and programs typical of previous summers, the Library organized a suite of online programs to involve kids in learning about ideas in topics such as science, nature, and arts and culture.

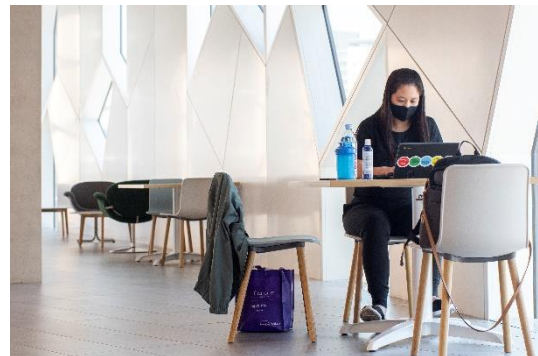
The Library also pilot tested the use of a new virtual bulletin board tool called Padlet for the Teen Takeover component of USC. Teens posted artwork, creative writing, video, and photos in response to a challenge issued by the Library.



In total, 79 events were held over the summer in partnership with 22 community organizations and third-party presenters, with attendance by over 1200 learners. Registration numbers were down due to the many factors related to COVID-19, including the closure of physical spaces, inability to register children in person, and the cancellation of spring outreach to schools. Still, 3,838 children and 1,192 teens registered for the 2020 USC online experience. The Library's new, more virtual approach to summer learning will yield lasting benefits; digital platforms and programs that connect children to enriching content in new ways will work alongside physical experiences to enhance summer learning for years to come.

Digital Inclusion

The Library's reopening of its spaces to the public has made a real difference in ensuring Calgarians are connected to information and the digital world at a time when these needs are increasingly urgent, particularly for those who need space and technology to work, study, or formulate their next steps in a difficult economy. In August, the first month in which all locations were open regular hours, patrons used technology in locations 175,000 times. This usage is lower than it was pre-pandemic, due to limited capacities and the removal of computers to support physical distancing.



Another response to technology barriers in the community during the pandemic has been the Library's distribution of 374 Chromebooks into the community, with particular focus on reaching youth, newcomer, and Indigenous communities. Loans were facilitated in partnership with the City of Calgary and a variety of community agencies, including Calgary Bridge Foundation for Youth, Centre for Newcomers, Calgary Immigrant Women's Association, City of Calgary Community Social Workers, Immigrant Services Calgary, The Immigrant Education Society, Calgary Catholic Immigrant Society, Action Dignity, Calgary Arts Development, Youth Employment Centre, Cerebral Palsy Centre, as well as the Tsuut'ina, Siksika and Stoney Nakoda Nations. The Library is actively exploring options for expanding related services to more individuals who may not have access to the technology tools they need for schoolwork, job finding, connecting with loved ones, and participating in services and programs.

Supporting Calgarians through an Economic Downturn

In August, the Library launched *Job Desk Online* and *Career Basics* workshops with Bow Valley College. *Job Desk Online* runs three times per week, allowing patrons to book online

appointments to meet with a professional Career Coach for one-on-one, 20-minute sessions. The Library is also running four *Career Basics* online workshops each month, covering the topics of interview skills, resumes, career transitions, and networking. The Library continues to work with partners to offer live programs in other related topics including personal finance, small businesses, and language learning. Usage of the Library's strong suite of online, professional learning tools has increased 29% compared to 2019 and will exceed well over 120,000 courses taken.

Improved Patron Interfaces

In July, a new Programs and Events page was launched on the website to integrate program search and registration to provide a richer and more seamless experience for patrons. Enhancements were developed to support requirements for registering in online programs, including parental permission considerations and the distribution of links for connecting to programs hosted on third party platforms. Patrons can now register for programs and choose to participate in an online or in-person class based on their preference.

Other innovations patrons will be noticing are new applications to support contactless service, including the ability for members to use their personal mobile device to check out Library items in the stacks or the holds that are available for pickup. While these new features help reduce usage of high-touch self-checkout machines during the pandemic, many patrons will find them convenient tools for years to come.

Where	When	Class Status	Registration
Online			
Online	Thursdays, Sept. 14 to Sept. 20 9:30 - 10:00 a.m. 45 min	-9 spaces available	WAITLIST
Online	Tuesdays, Sept. 15 to Sept. 29 11 - 11:45 a.m. 45 min	-7 spaces available	WAITLIST
Online	Wednesdays, Sept. 16 to Sept. 30 9:30 - 10:05 a.m. 45 min	-8 spaces available	WAITLIST

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, June 3, 2020
5:30pm

In Attendance:

Board	Administration
Ms. Janet Hutchinson (Chair) Ms. Shereen Samuels Ms. Jocelyn Phu Mr. Andrew Rodych	Mr. Mark Asberg, CEO Ms. Heather Robertson, Director, Service Design
Regrets: Mr. Avnish Mehta	Regrets: None

I. Treaty 7 Opening

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

II. Review of Agenda

Ms. Robertson requested an additional discussion 'Use of MS Teams for Committee and Board meetings'. It was agreed to incorporate the item as part of item VII.

MOVED by Ms. Samuels that the agenda be approved as presented.

Carried Unanimously

III. Approval of Minutes

MOVED by Ms. Phu that the minutes of May 6, 2020, Governance Committee meeting minutes be approved.

Carried Unanimously

IV. Business Arising from Minutes

None.

V. CEO Evaluation Survey Questionnaire

Work is ongoing to refine the questionnaire, combining the work that Salopek did with the existing questionnaire.

Task	Responsible	Deadline
Ms. Hutchinson, Ms. Samuels and Mr. Mehta to meet to refine the questionnaire.	Committee	September 2, 2020 Committee meeting

VI. Recruitment

Two board positions are to be recruited for over the summer, using Pekarsky. A recruitment sub-committee of Ms. Hutchinson, Mr. Mehta, Mr. Rodych and Ms. Samuels was agreed.

Task	Responsible	Deadline
Ms. Hutchinson to contact Pekarsky to ascertain further details regarding how the recruitment process will be handled and set up an initial meeting of the recruitment sub-committee.	Ms. Hutchinson	

VII. Best Practice Cheat Sheet

The committee discussed a draft cheat sheet. It was agreed to include references to the relevant bylaws and policies, so that chairs can find additional information if needed, and include a quick reference table for procedural matters such as motions.

The committee discussed the inclusion of some best practice guidelines for the use of Microsoft Teams including the use of the chat function, camera etiquette, and meeting recording.

Task	Responsible	Deadline
Amendments to the document to be completed as outlined above.	Ms. Samuels	September 2, 2020 Committee meeting
The Teams cheat sheet will be developed further and included within the Best Practice Cheat Sheet, to be circulated in advance of the next board meeting.	Administration	July 29, 2020 Board meeting

VIII. Team Charter Development

The committee discussed the draft document Ms. Hutchinson had prepared.

Task	Responsible	Deadline
Further revisions to the charter to be made and re-distributed to the committee in advance of the next committee meeting.	Ms. Samuels and Ms. Hutchinson	September 2, 2020 Committee meeting

IX. Board Orientation Checklist

Mr. Mehta had updated the document following the meeting in May. The committee agreed that the orientation of the Foundation would include meeting with a Foundation board member and possibly attending a Foundation Board meeting, rather than the development of a Foundation Buddy system. It was also agreed, following the discussion in item VII. that a bullet point should be included drawing attention to board bylaws, and specific names should be removed from the document.

Task	Responsible	Deadline
Checklist to be finalized by next meeting.	Ms. Hutchinson	September 2, 2020 committee meeting

X. Strategic Alignment of Bylaws and Policies

Conflict of Interest

The committee discussed the proposed revisions to the current Anti-Nepotism policy. The committee agreed to change the wording from 'community' to 'library' in the second sentence, and to use 'Board members' rather than 'we' throughout the document.

Task	Responsible	Deadline
Further thought to be given regarding the inclusion of employment of relatives in the new policy wording.	Administration	September 2, 2020 Committee meeting

Expenses

The committee agreed the addition of 'and accessible' to the first sentence of the policy.

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	September 2, 2020 Committee meeting

Naming

The committee agreed that no changes were needed to the existing policy.

HR

The committee agreed that no changes were needed to the existing policy.

Conditions of Employment

The committee agreed that no changes were needed to the existing policy.

Staff orientation and training

The committee agreed the wording of the first paragraph would be:

“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.”

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	September 2, 2020 Committee meeting

Grievance procedure

The committee agreed that no changes in wording were needed to the existing policy. A small punctuation amendment was agreed.

Role of volunteers

The committee agreed the proposed changes to the wording in paragraph one and made an additional revision to the last paragraph to read:

“The Board recognizes the contributions of volunteers and will support formal recognition opportunities.”

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	September 2, 2020 Committee meeting

Materials selection

The committee agreed that the proposed changes in the document be adopted, including the removal of the final sentence of the document.

Task	Responsible	Deadline
Develop further language within the policy regarding diversity, inclusion and curation strategies, particularly in relation to acquisition and collection maintenance.	Administration	September 2, 2020 Committee meeting

Resources for Patrons with Special Needs

Task	Responsible	Deadline
Administration to review rewording and renaming of the policy to address broader scope of commitment to accessibility at the Library.	Administration	September 2, 2020 Committee meeting

The committee member will review and circulate ahead of the September meeting:

Task	Responsible	Deadline
Library membership Use of Library Materials Use of Library Premises Fees	Ms. Samuels Ms. Hutchinson Mr. Rodych Ms. Phu	September 2, 2020 Committee Meeting

XI. Review of 2020 Workplan

The committee reviewed the workplan and identified completed tasks.

Revision was made to the workplan.

XII. Any other business

There was no other business.

XIII. Adjournment

MOVED by Ms. Phu, that the meeting be adjourned at 7:31 pm.

Transcribed by Kathryn Bolton

Ms. Janet Hutchinson, Chair
(Signed)

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, September 2, 2020
5:30pm

In Attendance:

Board	Administration
Ms. Janet Hutchinson (Chair) Ms. Jocelyn Phu Mr. Andrew Rodych Mr. Avnish Mehta Regrets: Ms. Shereen Samuels	Mr. Mark Asberg, CEO Ms. Heather Robertson, Director, Service Design Ms. Mary Kapusta, Director, Communications Regrets: None

I. Treaty 7 Opening

Ms. Hutchinson respectfully opened the meeting with the Treaty 7 land acknowledgement.

II. Review of Agenda

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

Carried Unanimously

III. Approval of Minutes

MOVED by Mr. Mehta that the minutes of June 3, 2020, Governance Committee meeting minutes be approved.

Carried Unanimously

IV. Business Arising from Minutes

None.

V. Best Practice Cheat Sheet

The committee reviewed the *Introduction to Chairing Meetings*, which includes *Virtual Board Meeting Protocols*, and a *Chairing Cheat Sheet*. Committee members agreed the content is clear and that subject to format changes, the document is ready to be trialed at the upcoming Strategy & Community committee and September Board meetings to determine if any further revisions are needed before including it in new board member on-boarding packages.

Task	Responsible	Deadline
Administration to make format changes to the content and formatting of the Cheat Sheet document.	Administration	September 30 th 2020

VI. CEO Evaluation Survey Questionnaire

Mr. Mehta provided a status update on the ongoing revisions to the questionnaire. The first of two components have been completed for this year and will soon be presented to Mr. Asberg. The second component is entering the final stages of review and will be submitted to the committee for final approval.

Task	Responsible	Deadline
Committee to present their high-level evaluation criteria to Mr. Asberg for questions and feedback.	Committee	October 7, 2020
Committee to finalize the evaluation survey questionnaire and bring before the Board before new members are elected.	Committee	October 7, 2020

VII. Board Recruitment

Pekarsky has submitted 13 qualified candidates to be reviewed by the recruitment sub-committee in September. Interviews of the short-listed candidates will be conducted over Microsoft Teams in September. An ad hoc committee meeting will be set for pre-approval before submitting recommendations to the board.

Task	Responsible	Deadline
Recruitment sub-committee to interview candidates in second week of September and submit recommendations to the Governance committee before the mailout deadline of the September board meeting.	Committee	September 23, 2020
Ad hoc committee meeting to be organized before the board mailout.	Administration	September 23, 2020

VIII. Team Charter

This discussion is to be postponed to the next Committee meeting in October when the next draft of the document is ready for review.

Task	Responsible	Deadline
The draft version of the charter to be re-distributed to the committee in advance of the next committee meeting.	Ms. Hutchinson	October 7, 2020 Committee meeting

IX. Strategic Alignment of Bylaws and Policies

Confirmation of Policy Revisions to Date

Ms. Robertson advised the committee that a confirmation of changes will be required before the draft policy revisions to date may be finalized. The committee agreed that all previously approved policy revisions could be prepared by Administration for submission to board.

Task	Responsible	Deadline
Ms. Robertson and Administration to perform a final review to accept the proposed policy revisions completed to date before the September board meeting.	Administration	September 24, 2020 Board package submission

New Policy Reviews

Library Membership

This discussion to be postponed to the next Committee meeting in October.

Use of Library Materials

The committee agreed that wording around neither reference materials nor placing limits on patron access are in line with current Library practices and should be removed from the policy.

Task	Responsible	Deadline
Ms. Hutchinson to amend policy as outlined above and re-circulate to the committee.	Ms. Hutchinson	September 24, 2020 Board package submission

Use of Library Premises

The committee agreed that the existing wording of this policy is acceptable, but it brought to light questions regarding style, formatting and grammar being kept consistent throughout all policies. Ms. Kapusta recommended that the committee provide their final drafts of revised policies to a copy editor for a mechanical review before submission to the board.

Task	Responsible	Deadline
Administration to provide Ms. Hutchinson with a final copy identifying all policy changes so that Ms. Hutchinson can distribute for a final review and approval by the committee.	Administration / Ms. Hutchinson	September 8, 2020
Ms. Kapusta and Ms. Robertson to coordinate the submission of policy drafts to the Library's copy editor, who will complete a mechanical edit so that a final copy of recommended changes can be included in the September 30 Board package for approval.	Administration	September 24, 2020 Board package submission

Fees

The committee agreed to delete all references to library late fines from the policy and schedules rather than specifically referencing the introduction of the "fine free" model this year.

Mr. Asberg highlighted his suggested revision to the working copy of the policy in order to provide a flexible, forward-looking statement regarding the Library's position on recovery fees for expenses incurred in specific services outlined in Schedule B, rather than requiring additional committee oversight for future changes. The committee agreed to this change.

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	September 24, 2020 Board package submission

Conflict of Interest

Mr. Asberg highlighted the revisions made to the policy after prior committee discussions around removing wording that prohibited immediate relatives of board members from becoming employed by the Library unless their employment began prior to the board member's appointment. The committee agreed with the new wording instead requiring board members to disclose potential conflicts and recuse themselves from discussions as necessary to abide by the law and organizational policies.

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	September 24, 2020 Board package submission

Materials Selection / Resources for Patrons with Special Needs

The policy title was revised by the committee to *Materials and Digital Resources: Selection and Access*. The committee reviewed numerous revisions to the policy's contents, including an expanded explanation of the Library's collection development strategies, the addition of *Resource Sharing and Interlibrary Loans*, clarifications to the Library's position on intellectual freedom, and other changes as deemed necessary. Conforming changes were made to the working copy throughout the course of the discussion.

Task	Responsible	Deadline
Amend policy as per discussion.	Administration	September 24, 2020 Board package submission

Conditions of Employment

Mr. Asberg highlighted a proposed deletion he made from this policy along with his addition of revised wording to reflect the Library's practices in relation to approval of conditions of work for the MASSA group of employees. The new wording clarifies that the board delegates its authority to the CEO for the establishment and administration of the conditions of employment for staff members covered by the Management and Administrative Support Staff Association (MASSA) as well as exempt management positions. The collective agreement is still signed by the board.

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	September 24, 2020 Board package submission

X. Review of 2020 Workplan

The committee reviewed the workplan, discussed the status of partially completed tasks and identified completed tasks.

XI. Other business

None.

XII. Adjournment

MOVED by Mr. Rodych, that the meeting be adjourned at 7:00 pm.

Transcribed by Amanda Robertson

Ms. Janet Hutchinson, Chair
(Signed)

**Board Policy Review
Summary of Changes
September 2020**

Significant Revisions

Significant revisions, content removal, and restructuring were made in the following policies:


<p><i>Conflict of Interest</i> (formerly <i>Anti-Nepotism</i>)</p>	<ul style="list-style-type: none"> • Policy Name Change • Removed descriptions of how the policy helps avoid conflicts of interest and bias, whether real or perceived • Removed wording related to prohibiting immediate relatives of Board Members from becoming Library employees
<p><i>Materials and Digital Resources: Selection and Access</i></p>	<ul style="list-style-type: none"> • Added two paragraphs to clarify the collection development strategies as they pertain to the values set in the Library's Strategic Plan (incorporating contents of previous section titled <i>Resources for Patrons with Special Needs</i>): <p>"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.</p> <p>As part of this work, the Library works with relevant agencies to provide materials 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 and other materials to users with print disabilities in the formats of their choice."</p> • Removed: "The Library endeavours to ensure both depth and breadth of its collections. Content is collected in a variety of formats. The Library seeks new ways of making resources available to Calgarians by evaluating and implementing emerging formats and technologies when appropriate." • Moved <i>Resource Sharing and Interlibrary Loans</i> policies to become a sub-section of this policy

<i>Materials and Digital Resources: Selection and Access (continued)</i>	<ul style="list-style-type: none"> • Regarding <i>Reconsideration of Library Resources</i>, removed procedure for patrons to ultimately escalate disagreements over library resources to the Board
<i>Use of Library Materials</i>	<ul style="list-style-type: none"> • Removed three paragraphs: <ul style="list-style-type: none"> ○ Declaring that all circulating materials may be borrowed by Library members ○ Authorizing the CEO to establish loan limits and loan periods as well as additional limits to be set at the discretion of Persons in Charge ○ Regarding the use of reference materials on Library Premises only.
<i>Fees</i>	<ul style="list-style-type: none"> • Removal of subsections regarding: <ul style="list-style-type: none"> ○ Lost and Damaged Library Materials Charges ○ Program Room Charges ○ Charges for Damage to Program Rooms
<i>Schedule B: Fees</i>	<ul style="list-style-type: none"> • Removal of references to Late Fees

Minor Revisions

Refreshed wording and other immaterial changes were made in the following policies:

<i>Code of Conduct</i>	<ul style="list-style-type: none">• Added “these Board policies”• Amended so ToA reads as being between the “Library” and Management rather than the Board• To be revisited after the Governance Committee
<i>Expenses</i>	<ul style="list-style-type: none">• “and accessible” added to the first paragraph
<i>Donations: Materials</i>	<ul style="list-style-type: none">• Removal of all-inclusive language regarding “all other donations” being accepted for sale by the Foundation• Added a note regarding Library’s flexibility to discontinue receipt of donations during pandemic
<i>Conditions of Employment</i>	<ul style="list-style-type: none">• Removal of verbiage regarding MASSA conditions being set by the Board and replaced with past and present Library practices of the Board delegating this authority to the CEO• Removal of verbiage regarding conditions for Exempt Management positions being established separately by the CEO
<i>Staff Orientation and Training</i>	<ul style="list-style-type: none">• Revised wording to clarify that training is to align with the “strategic plan and administrative policies” of the Library• Removed list of training examples to use more general language regarding learning and development activities
<i>Grievance Procedure</i>	<ul style="list-style-type: none">• Removed instructions for referring grievances to the Board when not resolved in a timely manner
<i>Role of Volunteers</i>	<ul style="list-style-type: none">• Revised verbiage slightly, removing: “communities it serves, and free Library staff to...” and replacing with “community while providing Library staff the freedom to...”• Revised the fourth paragraph from previous: “The Board recognizes the contributions of volunteers and will support formal recognition opportunities.”
<i>Suspension and Revocation of Library Privileges</i>	<ul style="list-style-type: none">• Added “or in the Library’s Code of Conduct” to the first paragraph



CALGARY PUBLIC LIBRARY

Board Policies

COMPLETE REVIEW:
May 2015

UPDATED:
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, 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	Janet Hutchinson

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	Revised wording agreed at the June 3, 2020 Governance Committee Administration will give further thought to the inclusion of employment of relatives in the new policy wording.
Approval	Janet Hutchinson

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	The Governance Committee agreed no changes needed (March 4, 2020)
Approval	Janet Hutchinson

Liability Insurance for Board Members

The Library will maintain appropriate insurance for its Board Members consistent with advice from the Library's insurance providers.

Category	Board
Statutory	No
Approval History	2015
Approval	Janet Hutchinson

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	Revised wording agreed at June 3, 2020 Governance Committee
Approval	Janet Hutchinson

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	2015
Approval	Janet Hutchinson

Donations: Materials

The Library accepts donations of books, CDs, and DVDs by local authors and creators and other materials that offer a perspective on Calgary and region. These materials are reviewed and may be added to the Library's collections in accordance with the Materials and Electronic Resources Selection 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	2015. 2020.
Approval	Janet Hutchinson

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.

Approval: Avnish Mehta, 2019. Statutory: No.

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.

Approval: Avnish Mehta, 2019. Statutory: No.

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.

Approval: Avnish Mehta, 2019. Statutory: No.

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 *Delegation of Authority Matrix for Employees* contained in Administrative Policies.

Category	Finance
Statutory	Yes
Approval History	2015
Approval	Janet Hutchinson

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	2015
Approval	Janet Hutchinson

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	2015
Approval	Janet Hutchinson

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	2015
Approval	Janet Hutchinson

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	2015. 2017.
Approval	Janet Hutchinson

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	2015
Approval	Janet Hutchinson

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	The Governance Committee agreed no changes needed (June 3, 2020)
Approval	Janet Hutchinson

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	The Governance Committee agreed no changes needed (June 3, 2020)
Approval	Janet Hutchinson

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	2015
Approval	Janet Hutchinson

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	2015
Approval	Janet Hutchinson

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	Revised wording agreed at June 3, 2020 Governance Committee
Approval	Janet Hutchinson

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	Revised wording (punctuation) agreed at the June 3, 2020 Governance Committee
Approval	Janet Hutchinson

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	Revised wording agreed at June 3, 2020 Governance Committee
Approval	Janet Hutchinson

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	2017
Approval	Janet Hutchinson

Library Materials

Materials and Digital Resources: Selection and Access

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 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 and other materials to users with print disabilities in the formats of their choice.

In considering materials 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 individual item makes to the overall collection. The whole of a work 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 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 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

Library staff carry out an ongoing program of collections maintenance to ensure that the collections remain current, relevant, and 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. All such requests will be reviewed in light of the Materials and Electronic Resource Selection policy and a written response to the request will be provided.

Category	Library Materials
Statutory	Yes
Approval History	Revised wording agreed at the September 2, 2020 Governance Committee
Approval	Janet Hutchinson

Library Premises Use and Safety

Library Membership

The *Calgary Public Library Terms and Conditions of Membership* as set out during the Library Member registration process govern the issuance of a Valid Library Membership.

The Library Member named on a Valid Library Membership shall be the only person who may use the membership.

Loss or theft of a Valid Library Membership shall be reported immediately to the Library.

The Library Member shall be responsible for all Library Materials borrowed and all charges attributable before the loss or theft is reported.

Category	Library Premises Use and Safety
Statutory	No
Approval History	2015
Approval	Janet Hutchinson

Use of Library Materials

All circulating Library Materials may be borrowed by a Library Member as set out in the 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	2015
Approval	Janet Hutchinson

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.

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	2015
Approval	Janet Hutchinson

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 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	Revised wording agreed at the September 2, 2020 Governance Committee
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
New & Notables	10 items
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 licences 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*						Shaikh Family Welcome Gallery
		Patricia A. Whelan Performance Hall	Staff/Security Fee	Combined Fee	Performance Hall with Meeting Rooms	Staff/Security Fee	Combined Fee	
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 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	2015
Approval	Janet Hutchinson

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	2015
Approval	Janet Hutchinson

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*.

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 Library Association's *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	2016. 2015.
Approval	Janet Hutchinson

Record of Updates

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

Unapproved Minutes

Strategy and Community Committee

Online via Microsoft Teams

Tuesday June 9, 2020

5:30 pm

In Attendance:

Board	Administration
Ms. Haritha Devulapally (Chair) Ms. Janet Hutchinson Mr. Robert Macaulay Ms. Jocelyn Phu Regrets: Ms. Sandy Gill	Mr. Mark Asberg, CEO Ms. Sarah Meilleur, Director, Service Delivery Ms. Heather Robertson, Director, Service Design Ms. Mary Kapusta, Director, Communications Mr. Paul Lane, Director, Corporate Services Guests: Ms. Kate Schutz, Service Design Lead

I. Meeting Opening

Mr. Macaulay respectfully opened the meeting with the Library's land acknowledgement.

II. Review of Agenda

MOVED by Mr. Macaulay that the agenda for June 9, 2020 be approved as presented

Carried Unanimously

III. Approval of Minutes

MOVED by Ms. Phu that the Minutes of the May 12, 2020 meeting be approved as presented.

Carried Unanimously

IV. Business Arising

None

**V. Strategy for School Age Children
Strategic Focus: Learning**

Ms. Schutz presented an update on the Strategy for School Age Children. Ms. Schutz highlighted that meetings with the Calgary Board of Education and the Calgary Catholic School District have been productive to inform work during the closure. Learning activities that have previously been

available at the library have been adapted and added to the Library at Home section of the website for children to undertake at home. Library school also continued, in an adapted online environment, with teachers and students developing deeper understanding and connections with the Library.

During closure, work has been undertaken on three new Questionarium installations for Shawnessy, Crowfoot, and Nose Hill including preparatory work for installation.

The Ultimate Summer Challenge program has transitioned fully online. Numbers are favorable so far, especially considering traditional summer outreach in person to classes is not possible.

VI. Facilities work during closure

Mr. Lane presented an update on Library facility work during closure. Key projects include the replacement of washrooms at Louise Riley and Memorial Park, to improve accessibility and introduce contemporary fixtures, the reconfiguration of quiet study space at Fish Creek, and replacement of the original lighting at Country Hills. Additionally changes have been made to the configuration of the desktop computers on the 3rd floor at Central to mitigate some of the behavioral problems that have occurred there and allow for physical distancing. This reconfiguration will also create another meeting room to meet the high demand for larger meetings spaces at Central.

An accessibility audit has been completed for all Library facilities and a list of recommendations generated. Work on implementation has begun and will continue throughout the year, for example, the additional of auto operators on some washroom doors. These improvements are based on feedback received from the accessibility community regarding the Central Library. They are above and beyond building code and create more accessible library spaces for the wider community.

VII. 2020 Workplan

Ms. Meilleur indicated the amendment made to the workplan to include the Board Retreat on the September agenda.

VIII. Other Business

Reopening plans

Mr. Asberg updated the committee on plans for reopening libraries. Plans will continue as initially presented, in a staged approach beginning on Tuesday June 23, even with the Provincial announcement to bring forward Stage 2 a week early. Last week the City revoked the emergency order as it applies to libraries, removing that barrier to re-opening. If there is a second wave of the pandemic, and public health measures re-enforce restrictions, it is anticipated that base level Library service would continue to include curbside pick-up, providing greater service to the community than was possible in the initial wave of the pandemic.

Anti-racism

Mr. Asberg and Ms. Kapusta informed the committee of the steps the Library is taking in light of the recent global focus on Black Lives Matter and anti-racism including diversity and inclusion training for staff, working with partners to encourage civic engagement and conversation, adding a section on the website about the importance of race and social equity, and revisiting library collections to ensure information and resources are available to the public

I. Adjournment

MOVED by Ms. Phu that the meeting was adjourned at 6.22 pm.

Transcribed by Kathryn Bolton

Haritha Devulapally
Chair

Unapproved Minutes

Strategy and Community Committee

Online via Microsoft Teams

Wednesday September 9, 2020

5:30 pm

In Attendance:

Board	Administration
Ms. Haritha Devulapally (Chair) Ms. Jocelyn Phu Ms. Shereen Samuels Ms. Janet Hutchinson Regrets: Ms. Sandy Gill Mr. Robert Macaulay	Mr. Mark Asberg, CEO Ms. Sarah Meilleur, Director, Service Delivery Ms. Heather Robertson, Director, Service Design Ms. Mary Kapusta, Director, Communications Mr. Paul Lane, Director, Corporate Services Guests: Ms. Kelli Morning Bull, <i>Indigenous Service Design Lead</i>

I. Meeting Opening

Ms. Phu respectfully opened the meeting with the Library's land acknowledgement.

II. Review of Agenda

MOVED by Ms. Devulapally that the agenda for September 9, 2020 be approved as presented.

Carried Unanimously

III. Approval of Minutes

MOVED by Ms. Phu that the Minutes of the June 9, 2020 meeting be approved as presented.

Carried Unanimously

IV. Business Arising

None

V. Update on Indigenous Programs, Services, and Spaces

Ms. Morning Bull presented an update on Indigenous Programs, Services, and Spaces. Ms. Morning Bull highlighted challenges faced by Indigenous communities and Elders during the

pandemic, particularly with respect to internet access, along with increased opportunities to build bridges through virtual spaces and programs.

The Elders Guidance Circle remains a key focus area within Indigenous programming. Additional resources, training and support have been made available for the Elders to become connected to the new virtual spaces. The program will soon be re-launched with plans to increase the frequency of virtual sessions based on demand. The position of coordinator has recently been filled and will assist with transitioning this program online as well as launching new initiatives such as a storytelling series and a podcast series sharing the stories of Elders with the broader community.

Other programming highlights including Orange Shirt Day, Métis Week, Treaty 7 Storytimes as well as celebrations of the *2020 National Indigenous History Month* were provided this year, some in an online environment. The programming that was shared across various social media platforms garnered high levels of engagement.

To increase inclusivity and access for all Treaty 7 communities both in and outside of Calgary, 90 Chromebooks were distributed to Indigenous communities and organizations as part of the Library's Chromebook Lending program. The Library continues to work with Indigenous communities and local groups to identify strategies for meeting the needs of Indigenous people experiencing reduced accessibility to service and supports during the pandemic.

The Library purchased ten ventilators to reduce barriers to smudging in library facilities. The Library has also recently liaised with the Calgary Police Service (CPS), who have requested information about the use of the ventilators as a part of their efforts to expand CPS staff awareness and understanding of Indigenous cultures.

The Library continually seeks opportunities to support Library staff in their efforts of reconciliation. This year, the Library acquired and implemented the *4 Seasons of Reconciliation* digital learning resource, which approximately 148 staff have completed to date. To enhance the online learning experience, discussion sessions facilitated by an Elder and a representative of the Library's Indigenous Services team were held for each staff group who completed the online course to support further learning and discussion. The journey towards reconciliation continues for Calgary Public Library.

VI. Strategic Scorecard Update for Q2 2020

Mr. Lane presented the Q2 2020 Strategic Scorecard update. The Q2 Strategic report reviews measures of Library resource usage, or "How Much", for Q2 alone. In reviewing highlights from the report, Mr. Lane advised that the targets used were the pre-pandemic values in order to assess the impact of the closures on these measurements. The numbers for Programs and Outreach conducted were zero due to the closures. Of note, circulation was almost entirely digital. The one category that exceeded targets was Virtual Learning, which appears to have remained unchanged by the pandemic.

Regarding "How Well" the Library managed resources numbers include data recorded from January to mid-March when the closures began and were measured based on availability. When

available, computer and room utilization were very near their targets. Patron Engagement exceeded expectations despite not reaching its initial target as many services were unavailable under pandemic-era measures, thus preventing some patrons from being able to access multiple services in one visit.

Program and Library Satisfaction are based on a telephone survey completed in June when the Library had been closed for three months, but patrons were asked to consider their experience with the Library over the prior 12 months. The closure did not appear to impact satisfaction as ratings were higher than the previous report.

In response to questions by Committee members, Mr. Lane advised that the City of Calgary conducts an annual survey to measure citizen satisfaction with municipal services, including whether citizens believe the Library is a valuable contributor to quality of life in Calgary.

Task	Responsible	Deadline
Mr. Lane to include the results of the City of Calgary's quality of life survey data regarding the Library in the next Strategic Scorecard Update.	Administration	October 14, 2020 Committee Meeting

Mr. Lane advised that reporting numbers will return to their usual availability in Q3 as the Library was open in July, August and September. Data available to date this year has reinforced the importance of programs and events in driving Library visits.

VII. Board Retreat

Ms. Meilleur initiated a discussion with Committee members to ascertain goals and needs when considering the potential of a 2020 Board Retreat. After some discussion, it was determined that a formal retreat should be considered in 2021. Additionally, an informal social gathering could be considered, off site and within public health guidelines, if board members are interested.

Task	Responsible	Deadline
Ms. Samuels to poll Board Members about interest in an informal social gathering..	Ms. Samuels	NA

VIII. 2020 Workplan Review

Ms. Meilleur highlighted the remaining plans for reports meeting the strategic priorities identified at the beginning of the year. No new requests were put forward for additions to the workplan.

IX. Other Business

None

I. Adjournment

MOVED by Ms. Hutchinson that the meeting was adjourned at 6.22 pm.

Transcribed by Amanda Robertson

Haritha Devulapally
Chair

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, July 21, 2020
5:30 pm

In Attendance:

<u>Board</u> Mr. Andrew Rodych (<i>Chair</i>) Ms. Haritha Devulapally Ms. Sandy Gill Mr. Rob Macaulay Mr. Avnish Mehta Regrets None	<u>Administration</u> Mr. Mark Asberg, Director, Service Delivery Mr. Paul Lane, Director, Corporate Services Ms. Sarah Meilleur, Director, Service Delivery Mr. Chae Jun, Controller
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I. Treaty 7 Opening

Mr. Rodych respectfully opened the meeting with the Treaty 7 land acknowledgement.

II. Review of Agenda

MOVED by Mr. Rodych that the July 21, 2020 Audit and Finance Committee meeting agenda be approved as circulated.

Carried Unanimously

III. Approval of Minutes

MOVED by Mr. Macaulay that the minutes of the May 19, 2020 meeting be approved as circulated.

Carried Unanimously

IV. Business Arising

None.

V. Risk Register Review

Mr. Lane reported that 9 risk factors have been updated for this report. 4 of those factors, memberships, customer satisfaction, net financial assets, and fraud, are green or low risk. 1 factor, website visits, remains red or high risk. 4 items are not reported owing to the closures volunteer support, building visits and security.

The committee discussed whether the metrics and KPI need to be revisited in light of the COVID-19 pandemic. It was agreed that they should not change for the time being as it is important to have a set standard to measure against. Post-COVID there may be a need to evaluate new metrics to capture other elements of risk for the organization as our larger society changes in areas such as health and wellness.

Ms. Meilleur reported that some informal volunteering has been taking place during closures and that new volunteering opportunities are emerging to support online programs.

Ms. Meilleur updated the committee on the security incidents that have taken place outside of closed library buildings, particularly outside Central. Collaborative work with Calgary Police and other agencies has helped to mitigate these incidents, that are reflective of the downtown environment during these times. Library service re-initiated through curbside pick-up in June and there were no security incidents relating to this new service.

The Library will be signing a Memorandum of Understanding with the City of Calgary to support *9 Block*, an initiative from the Mayor's office, to improve the sharing of data around security issues.

Ms. Meilleur confirmed that incident reporting is regularly monitored and if warranted new categories may be added in the future related to COVID – 19 risks.

MOTION by Ms. Devulapally that the Audit and Finance Committee recommends this report, Risk Register Update to the Calgary Public Library Board for information.

Carried Unanimously

VI. Quarterly Financial Review

Mr. Jun presented the Quarterly Financial Review. The current year-end cashflow forecast is \$8m, a \$2.4m increase from 31 December 2019.

The main change in revenue is that the City of Calgary has reduced funding by \$3m due to the closures during the pandemic. Mr. Asberg confirmed that the Library is not expecting any further reductions in funding this year.

Expenses are showing a significant decrease due to reduced salaries and benefits payments during the pandemic. The increased expenses in general operating and equipment are lifecycle funded expenses. Expenses for PPE have been incorporated into the spending profile. Expenditure on IT equipment for homeworking has been kept to a minimum by careful utilization of existing equipment.

The projected lifecycle cash balance is \$1.9m for the year end. Received unplanned payment of \$303k Growth Project Funds.

The net financial asset position remains strong, with a forecast \$3.7m at year end.

The tangible capital assets is trending downwards, with a forecast of \$44.8m at year end.

Mr. Rodych asked if the closure had had any effect on the internal controls the library has in place. Mr. Jun confirmed that as the processes had all been digitized last year, the internal controls were unaffected.

The committee discussed proactively planning for conversations with the Library's funders for next year's budget.

MOTION by Ms. Gill that the Audit and Finance committee recommends this report, Quarterly Financial Review, to the Calgary Public Library Board for information.

Carried Unanimously

VII. Other Business

Reporting to the Board. The committee agreed that draft minutes of this meeting, together with a covering note from the chair would be circulated to the Board within a week, as the next board meeting is not until the end of September.

VIII. Adjournment

MOVED by Mr. Macaulay that the meeting be adjourned at 6:28 pm.

Transcribed by Kathryn Bolton

Mr. Andrew Rodych,
Chair

**Report to the
Calgary Public Library Board
Audit and Finance Committee
July 21, 2020**

Risk Register Update for Q2 2020

I. ALIGNMENT

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q2 2020.

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, including 9 that are 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, 4 have been categorized in the low threat range, 1 under the high threat range and 4 others have no data reported, because of the mandated closure.

Range	# of Measures	Notes
	4	
	0	
	1	Website visits
NR	4	Library Visits, Volunteers, Security (2)

Website visits, compared with the same quarter last year, are down considerably, as they were in Q1. In part, this is the effect of comparing to the first year of the new Central Library, and then adding in the impact of the pandemic-related closure in Q2.

All the not-reported items are caused by the closure, beginning with Visits down 99.8%. There were no sanctioned Volunteer opportunities in the second quarter, removing the denominator of this measure. Similarly, Security Incidents have no denominator (Visits). The general security environment during the closure will be covered in verbal remarks during the Committee meeting.

IV. CONCLUSION

This is certainly an extraordinary time, and with libraries closed we cannot say that attainment of the goals of the Strategic Plan is not at an elevated level of risk. Still, it is gratifying that Calgarians continue to report high levels of satisfaction with the Library despite the circumstances. With libraries now open, reporting should be back to normal by the next quarterly report.

V. RECOMMENDATION

























1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q2 2020***, to the Calgary Public Library Board.

Paul Lane
Director, Corporate Services

att: Q2 2020 Risk Register

RISK REGISTER





























Q2 2020 SUMMARY

	Risk Factor	Current Value	Current Status	Target Status	Next Update
RELEVANCE: The risk that community indifference negatively impacts ability to improve the quality of life in Calgary	Active Memberships	56.2			Q3 2020
	Satisfaction Score	4.6			Q4 2020
	Volunteer Support	NR			Q3 2020
	Circulation per Capita	11.74			Q4 2020
	Risk Factor	Current Value	Current Status	Forecast Status	Next Update
FINANCE: The risk that available funding is insufficient to address community needs or to allow the Library to adapt or grow as demand dictates	Net Financial Assets	9,049,988			Q3 2020
	Fraud	\$0.00			Q3 2020
	Operating Cost per Use	\$1.26			Q1 2021
	Municipal Grant per Capita	\$40.80			Q3 2020
	Risk Factor	Current Value	Status	Forecast Status	Next Update
OPERATIONS: The risk that ineffective processes negatively impact the Library's ability to manage complexity and change	Building Visits	NR			Q3 2020
	Website Visits	-44.2			Q3 2020
	Library Space per Capita	0.45			Q4 2020
	Staff Engagement	71			Q4 2020
	Risk Factor	Current Value	Status	Forecast Status	Next Update
SECURITY: The risk that real or perceived safety and security concerns negatively impact organizational capacity, reputation, and community support	Community Libraries Incidents	NR			Q3 2020
	Central Library Incidents	NR			Q3 2020

RISK REGISTER

RESIDUAL RISK FORECAST

MITIGATION STATUS

Risk Factor	No Mitigation Estimate	Post-Mitigation Target
Active Memberships		
Satisfaction		
Volunteer Support		
Circulation per Capita		
Net Financial Assets		
Fraud		
Operating Cost per Use		
Municipal Grant per Capita		
Building Visits		
Virtual Visits		
Library Space per Capita		
Staff Engagement		
Community Library Incidents		
Central Library Incidents		

This table presents Administration's estimate of the level of risk inherent in each factor in the absence of any mitigation (No-Mitigation) and the level of residual risk remaining (Post-Mitigation) after implementation of the mitigation strategies and actions that Administration considers prudent based on currently known conditions and assumptions.

Administration uses a 3 X 3 matrix consisting of High – Medium – Low assessments of Likelihood and Impact. To be High (Red) overall it is necessary that a High rating be combined with at least a Medium rating. Similarly, a Low (Green) overall result requires a Low rating be combined with no higher than Medium.

RISK REGISTER

RELEVANCE

ACTIVE MEMBERSHIPS

Total active members divided by population of the service area. Reported quarterly.

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.

Current Reading



Recent Readings

Date	Reading	Status
2020 Q1	57.3	●
2019 Q4	56.3	●
2019 Q3	57.5	●
2019 Q2	57.0	●

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
 - 723,179 active members
 - 2019 census population of 1,285,711
- Calgary Public Library Members as a proportion of overall population is well above the national median of 39.2 (MBNCanada, 2018)
- While new members have continued to register with Calgary Public Library through our website, the closure of our locations has resulted in fewer new members than typical
 - 6910 new members registered during Q2

RISK REGISTER

RELEVANCE

SATISFACTION SCORE

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

High levels of user satisfaction are a driver of discretionary decision-taking to use library services, and thereby increase relevance.

Relevance is a necessary condition to achieve the aims of the Strategic Plan.

Current Reading



Recent Readings

Date	Reading	Status
Q4 2019	4.6/5	●
Q2 2019	4.6/5	●
2018	4.6/5	●
2017	4.5/5	●

Mitigation Actions

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

Commentary

- Member satisfaction with the Library is generally quite high
- Latest survey was conducted in June 2020. 400 respondents were asked for their overall satisfaction with their experience with Calgary Public Library

RISK REGISTER

RELEVANCE

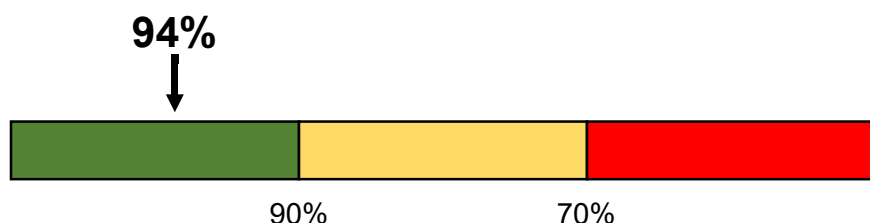
VOLUNTEER SUPPORT

The percentage of volunteer placements filled in all libraries in the system. Reported quarterly.

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.

Current Reading



Recent Readings

Date	Reading	Status
2019 Q4	93%	●
2019 Q3	93%	●
2019 Q2	90%	●
2019 Q1	97%	●

Mitigation Actions

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

Commentary

- Reporting volunteer placements filled now attributes more weight to programs that require more volunteers
- Volunteer supported program placements (i.e. Reading Buddies) are counted by the number of volunteers placed to run the program
- On-going programs (i.e. Wayfinding) are counted by shifts filled
- If volunteer opportunities cannot be filled, programs may offer a lesser experience or be cancelled altogether
- Volunteer placements were cancelled until further notice effective March 16, 2020, due to the COVID-19 pandemic; we will update this indicator once they resume

RISK REGISTER

RELEVANCE

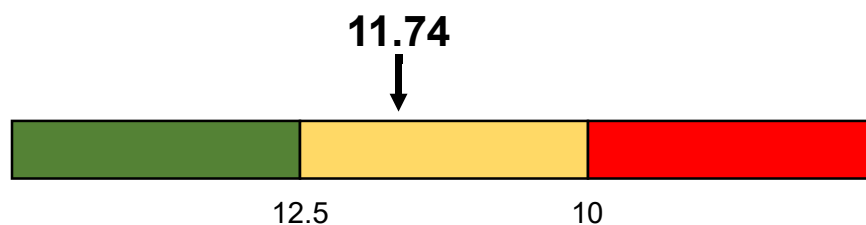
CIRCULATION PER CAPITA

Total circulation divided by population of the service area. Reported annually in Q4.

Circulation is the primary driver of Library membership and use. The depth of lending is an indicator of the degree of user engagement with the Library.

Member engagement is a necessary condition for achieving the aims of the Strategic Plan.

Current Reading



Recent Readings

Date	Reading	Status
2018	11.32	●
2017	11.72	●
2016	12.79	●

Mitigation Actions

- Collection purchases are made in response to:
 - member preferences
 - monitoring use of existing collection, and
 - in response to marketplace trends

Commentary

- Latest values
 - 2019 circulation of 15,092,926
 - 2019 census population of 1,285,711
- Circulation per capita shifts with both circulation and population
- Calgary Public Library's circulation per capita is higher than the national median of 8.62 (MBNCanada, 2018)

RISK REGISTER

FINANCE

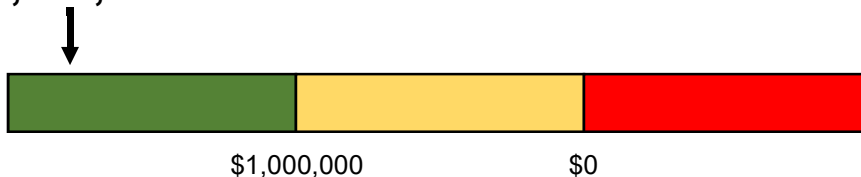
NET FINANCIAL ASSETS

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

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.

[Current Reading](#)

\$9,049,988



[Recent Readings](#)

Date	Reading	Status
2020 Q1	3,834,893	●
2019 Q4	3,049,373	●
2019 Q3	3,606,543	●
2019 Q2	1,760,621	●

[Mitigation Actions](#)

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

[Commentary](#)

- The City of Calgary disbursed Q3 funds in June instead of July, resulting in higher net financial assets than would normally be reported at the end of Q2
- With minimal reserve funds, the level of net financial assets closely follows the pattern of quarterly operating grant receipts because expenses are very consistent month to month

RISK REGISTER

FINANCE

FRAUD

Cumulative value of fraudulent transactions identified. Reported quarterly.

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.

[Current Reading](#)

\$0.00



\$640,000

[Recent Readings](#)

Date	Reading	Status
2020 Q1	\$0.00	●
2019 Q4	\$0.00	●
2019 Q3	\$0.00	●
2019 Q2	\$0.00	●

[Mitigation Actions](#)

- Adherence to policies and procedures
- Documented procedures, including:
 - Segregation of duties
 - Purchasing controls
 - One up approval
- External auditing

[Commentary](#)

- Risks are increasingly electronic and sophisticated

OPERATING COST PER USE

Total operating cost divided by the sum of common uses. Reported annually in Q1.

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.

Current Reading

\$1.26



Recent Readings

Date	Reading	Status
2018	\$1.38	●
2017	\$1.33	●
2016	\$1.26	●

Mitigation Actions

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

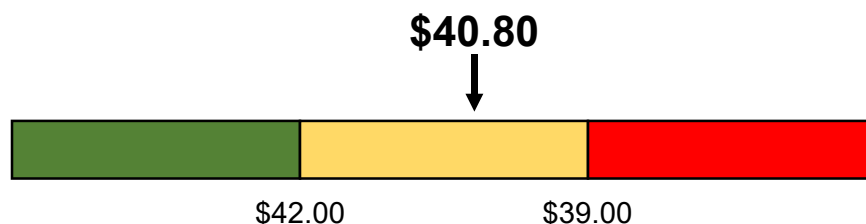
Commentary

- Latest values
 - 2019 operating cost of \$56,674,543
 - 44,952,431 uses
- Calgary Public Library's cost per use is well below the national median of \$1.77 (MBNCanada, 2018)
- Examples of library use includes visits, circulation, program attendance, library technology use, and reference questions
- 2018 value is negatively impacted by receiving funding for new Central Library and Seton in advance of opening

MUNICIPAL GRANT PER CAPITA

Municipal operating grant divided by population of the legal service area. Reported annually in Q3.

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

Current ReadingRecent Readings

Date	Reading	Status
2018	\$40.54	●
2017	\$37.90	●
2016	\$35.94	●
2015	\$35.16	●

Mitigation Actions

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

Commentary

- Latest values are
 - 2019 municipal grant of \$52,457,720
 - 2019 census population of 1,285,711
- By comparison, the Provincial grant (2018) is **\$5.36** per capita
- 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

RISK REGISTER

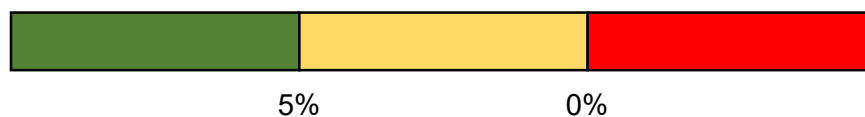
OPERATIONS

BUILDING VISITS

The year-over-year change in the number of physical visits to all libraries. Reported quarterly.

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.

[Current Reading](#)



[Recent Readings](#)

Date	Reading	Status
2020 Q1	-18.3%	●
2019 Q4	3.4%	●
2019 Q3	16.8%	●
2019 Q2	12.3%	●

[Mitigation Actions](#)

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

[Commentary](#)

- Latest values
 - 1,913,221 visits in 2019 Q2
 - 4,665 visits in 2020 Q2
- A phased reopening of Library locations began on June 23
 - 3 locations: Crowfoot, Fish Creek, Forest Lawn
 - Reduced hours – 10:00AM-6:00PM, Monday to Saturday; closed Sundays
 - Metered entry to ensure physical distancing within locations
 - 3 more locations opened June 30: Central, Giuffre Family, Signal Hill
- The late and limited opening of a handful of locations does not provide an adequate comparison to previous quarters visits. As a result, no status ranking is provided

WEBSITE VISITS

The year-over-year change in the number of visits to the Library website. Reported quarterly.

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.

Current Reading



Recent Readings

Date	Reading	Status
2020 Q1	-29.1%	●
2019 Q4	-3.3%	●
2019 Q3	16.9%	●
2019 Q2	37.1%	●

Mitigation Actions

- Implemented new, more attractive, and useable 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

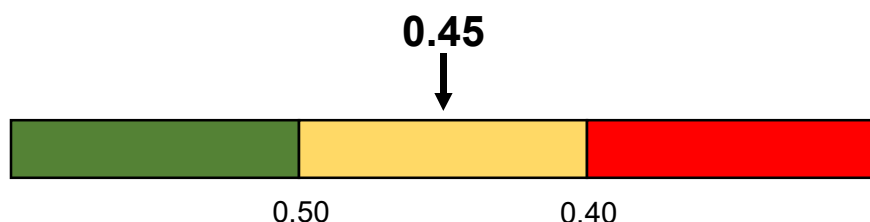
Commentary

- Latest values
 - 2,022,894 website sessions in 2019 Q1
 - 1,128,075 website sessions in 2020 Q1
- 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
- Other drivers of website visits – in-person Library programs and location information – were negatively impacted by the closure of locations on March 16

LIBRARY SPACE PER CAPITA

Total cumulative square feet of library space, including administration and shared space for all operating libraries, divided by population of the service area. Reported annually in Q4.

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

Current ReadingRecent Readings

Date	Reading	Status
2018	0.44	●
2017	0.38	●
2016	0.38	●

Mitigation Actions

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

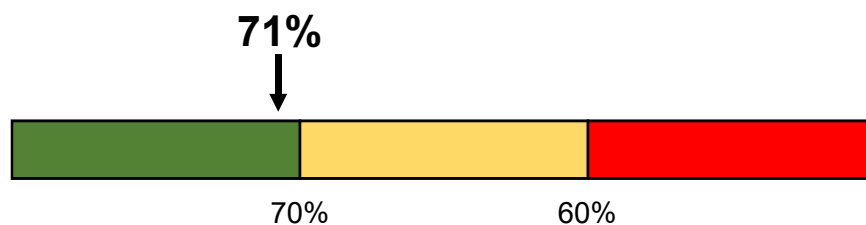
Commentary

- Latest values
 - 2019 square feet of 577,163
 - 2019 census population of 1,285,711
- Square feet per capita shifts with both library space and population
- Calgary Public Library's square feet per capita is lower than the national median of 0.62 square feet per capita (MBNCanada, 2018)

STAFF ENGAGEMENT

Average reported engagement score on anonymous surveys. Reported semi-annually in Q2 and Q4.

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.

Current ReadingRecent Readings

Date	Reading	Status
Q1 2019	80%	●
2017	78%	●
2016	75%	●

Mitigation Actions

- Communication with staff is multi-channel; written, on-line, and face-to-face
- Regular on-line townhalls 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 and presented during an all-staff event

Commentary

- The survey tool used was changed in Q4 2019. As a result, this score is not comparable with the historical scores

RISK REGISTER

SECURITY

COMMUNITY LIBRARY INCIDENTS

The number of security incidents occurring at community libraries normalized for visitor traffic. Reported quarterly.

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.

Current Reading



Recent Readings

Date	Reading	Status
2019 Q4	0.90	●
2019 Q3	0.73	●
2019 Q2	0.87	●
2019 Q1	0.85	●

Mitigation Actions

- Ongoing staff training on safety and security
- Security Advisor from City of Calgary seconded to CPL and enhanced relationship with CPS and community partners
- Enhanced training and experience of the staff and procedures provided through the security contractor and increased security staffing where needed
- Improved security cameras deployed system-wide
- Programming and environmental design used to deter inappropriate behaviour

Commentary

- During closure security and facilities are ensuring that all library facilities are visited multiple times a day to reduce risk with closed buildings.
- The Library continues to evaluate the increase of crime, drug activity, and disorderly behavior in and around Central Memorial Park
- The Library is also working collaboratively with CPS, City of Calgary, and the DOAP team, as well as other stakeholders, to ensure the library and park remain welcoming and safe for the community

RISK REGISTER

SECURITY

CENTRAL LIBRARY INCIDENTS

The number of security incidents occurring at the Central Library normalized for visitor traffic. Reported quarterly.

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.

Current Reading



Recent Readings

Date	Reading	Status
2019 Q4	4.48	Red
2019 Q3	2.99	Yellow
2019 Q2	3.58	Red
2019 Q1	2.79	Yellow

Mitigation Actions

- Analysis of incident data showed a marked increase in incidents occurring in the Learning Commons on the 3rd floor at Central
- Adjusted security presence at Central to focus on 3rd floor Learning Commons
- Moved furnishings and computers on the 3rd floor to create more space between users and a different mix of uses. This is complete for re-opening.
- Contacted social agencies (Alpha House / Salvation Army) to see if there are new factors that have contributed to the rise in negative behaviour
- Security contractor provided additional workplace violence training to their staff to attempt to minimize conflict
- Continuing work with BOMA Public Safety Committee to share information between organizations on challenges facing the downtown core as they relate to vulnerable persons and behaviour
- Two portable washrooms will be placed in the CPA lot behind Central to provide appropriate facilities for those in need during closure
- Ongoing staff training on safety and security
- Security Advisor from City of Calgary seconded to CPL and enhanced relationship with CPS and community partners

- Enhanced training and experience of the staff and procedures provided through the security contractor and increased security staffing where needed
- Improved security cameras deployed system-wide
- Programming and environmental design used to deter inappropriate behavior

Commentary

- Incidents are calculated based on visits. Since closure because of COVID-19, a few incidents have occurred on the exterior of the Central Library. With no building visits, these exterior incidents contribute to this high ratio during a time of closure.
- Continued collaboration with CPS, BOMA, and community partners is taking place to support a safe environment around Central Library during closure.

Report to the
Calgary Public Library Board
Audit & Finance Committee
July 21, 2020

Controller's Report for the month ended June 30, 2020

The unaudited Statement of Financial Position and the Statement of Financial Activities and Accumulated Surplus of the Calgary Public Library for the month ended June 30, 2020 are appended to this report for information.

A. Executive Summary

The Controller's Report is comprised of:

- Financial Dashboard
- Statement of Financial Activities and Accumulated Surplus
- Statement of Financial Position
- Lifecycle Funding and Spending Profile

The second quarter ended with revenue lower than the original budget, but expenses are favorable due to closure since March 16th. Further explanations of the revised revenue and expense areas will be summarized in sections B and C and in the Financial Dashboard.

B. Revenues

Revenues are \$525,861 unfavourable for the second quarter end.

Line 5 – City of Calgary - \$243,616U at June 30, 2020 and \$160,283U at April 30, 2020

The City revenue was reduced \$3M due to the closure since March 16. The unfavorable variance is mainly due to timing difference and not projected to continue through the balance of the year.

Line 9 – Province of Alberta - \$14,225F at June 30, 2020 and \$26,927U at April 30, 2020

The Province has advanced half of the annual grant, \$3.4M, in May. The second installment will be available in the fall.

Line 13 – Fines \$305,262U at June 30, 2020 and \$146,411U at April 30, 2020

The foregone fines revenue since the Library closure is \$0.3M. The current forecast is based on foregone of the remaining fines revenue entirely (\$0.77M). It also reflects the impact due to fine-free library after relaunch.

Line 14 – Rent revenue \$60,390U at June 30, 2020 and \$20,130U at April 30, 2020

The foregone rent revenue forecasted is \$101K.

Line 19 – Interest and other revenues \$47,603U at June 30, 2020 and \$24,507F at April 30, 2020

The foregone printing and Performance Hall rental revenues forecasted due to library closure is \$94K.

Line 22 – Grants and sponsorships - \$118,708F at June 30, 2020 and \$120,399F at April 30, 2020

The favorable variance is mainly due to acceleration in recognizing the portion of the deferred Foundation Grant revenue that was allocated in the year 2020.

D. Expenses

Expenses are \$5,799,624 favorable for the second quarter end mainly due to the reduced salaries and employee benefits expenses.

Line 29 – Salaries and employee benefits - \$4,592,665F at June 30, 2020 and \$1,672,431F at April 30, 2020

The favorable variance primarily due to the closure since March 16, 2020. Vacant positions caused the additional favorable variance. The current salaries and employee benefits forecast is a decrease of \$4.3M. By July 20, all library locations are expected to reopen to the public. All staff have been recalled to work.

Line 32 – Collections - \$255,625U at June 30, 2020 and \$90,124U at April 30, 2020

Additional \$0.3M e-resources expenses are projected in response to the closure of the Library.

Line 48 – General operating - \$1,152,326F at June 30, 2020 and \$727,549F at April 30, 2020

The favorable variance is mainly due to timing difference and not projected to continue through the balance of the year. Forecasted \$750K increased spending due to lifecycle funded IT expenses.

Line 54 – Building and equipment - \$278,546F at June 30, 2020 and \$47,709F at April 30, 2020

Variances in this expense category are due to library closure. Building and equipment maintenance is performed as scheduled during library closure. Forecasted \$636K increased spending due to lifecycle funded building and equipment expenses.

D. Statement of Financial Position

Net financial assets are \$9.0M favourable at the month end (\$3.1M favourable at December 31, 2019). The cash balance was strong.

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 statements and life cycle reports for the period ended June 30, 2020.

Chae Jun, CPA CGA MBA
Controller

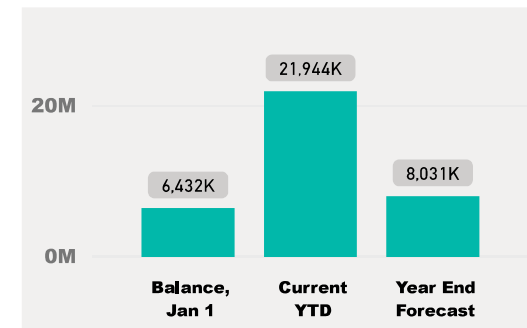
Commentary

- Cashflow forecast for the year end includes the \$3M one-time City operating fund reduction
- Cashflow forecast for the year end includes the \$3.8M decrease of salaries and benefits
- The Province has advanced half of the provincial grant amount (\$3.4M) in May. The second installment will be available in the fall.
- Foregone rent, printing and Performance Hall rental revenues due to the pandemic is \$194K.
- Fine-free library impact: \$772K reduction of revenue.

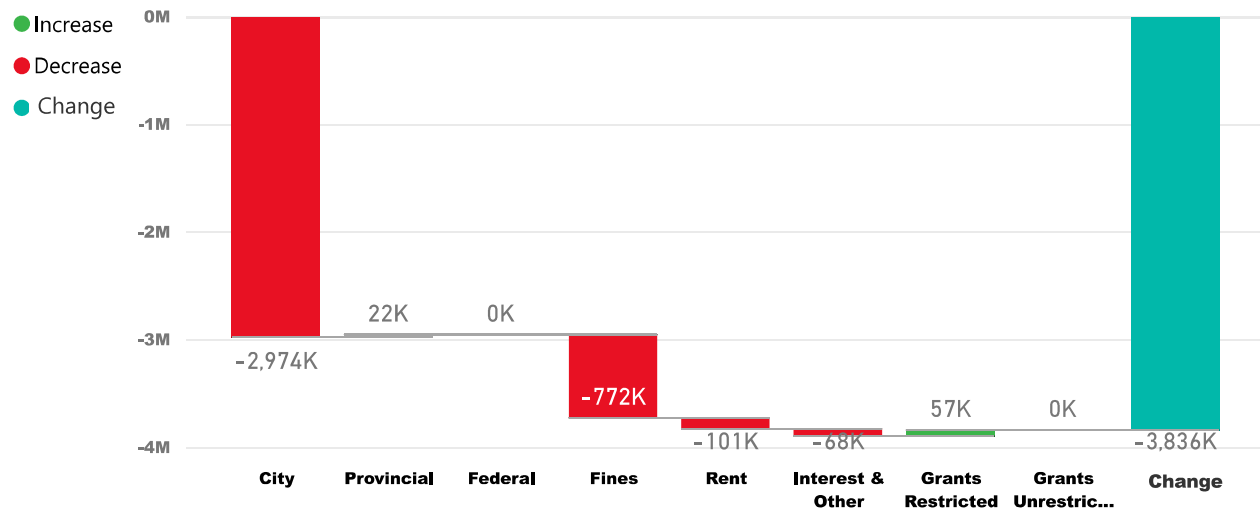
Actions

- On May 19, the Library launched the first phase of reopening with the curbside pick-up at limited locations.
- Library locations gradually reopened starting June 23.
- By July 20, all library locations are expected to reopen to the public, and all staff return to work.

Cash Position Forecast, as of Jun 30, 2020



Revenue Forecast, as of Jun 30, 2020



Board-Approved Budget Revenues

64,282K

Forecasted Revenues

60,446K

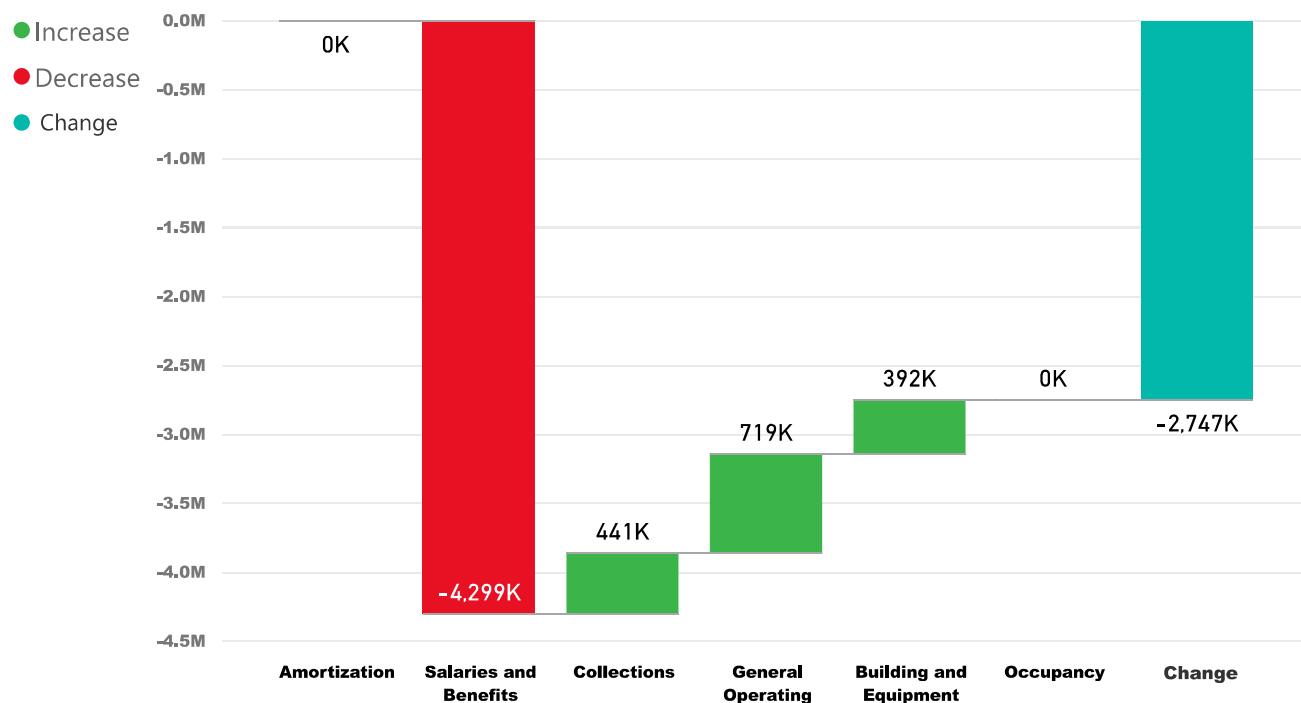
Commentary.

- The year end forecast of expenses is decreased by \$2.7M.
- The year end forecast of expenses includes \$1.4M lifecycle funded expenses.

Actions

- Estimated decrease in salaries and benefits expense resulting from temporary layoffs and gradual reopening is \$3.8M. YTD gap savings was \$0.5M.
- General Operating and Building & Equipment expenses increase due to The City funded lifecycle expenses.
- Collection was increased by \$0.3M on electronic resources in response to the COVID-19. \$141K was due to reallocation from other expense categories.

Expense Forecast, as of Jun 30, 2020



Board-Approved Budget Expenses	
69,105K	

Forecasted Expenses	
66,358K	

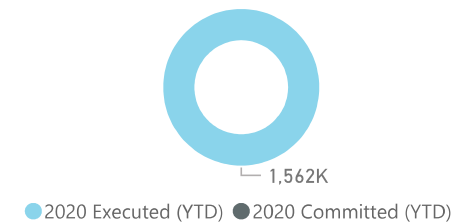
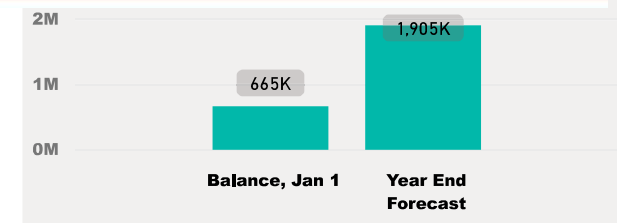
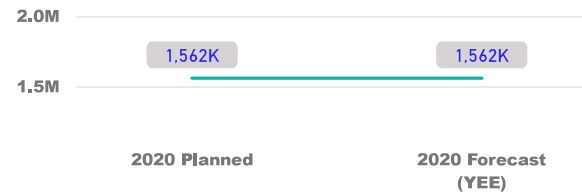
Lifecycle Funding Commentary

- Carry forward funds include \$225K asset management funds from PY.
- Current year funds include \$3.2M The City lifecycle funding and \$225K asset management from the operating funds.
- Growth project funds is from Seton Collection purchases (\$303K).

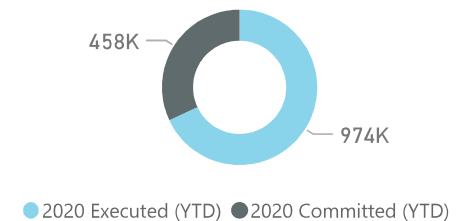
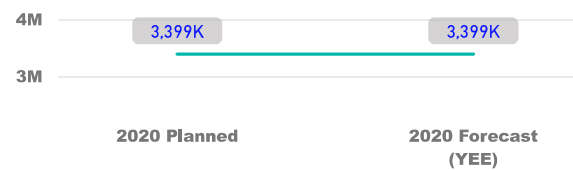
Lifecycle Surplus Forecast, as of Jun 30, 2020

Funding Source

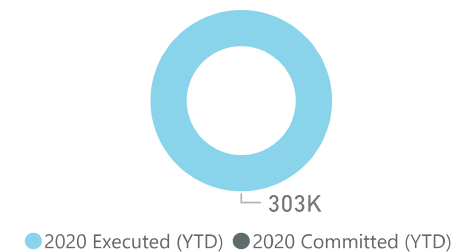
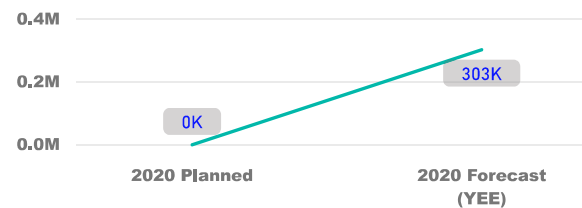
Carry Forward



Current Year Funds



Growth Projects Funds



Lifecycle Spending Commentary

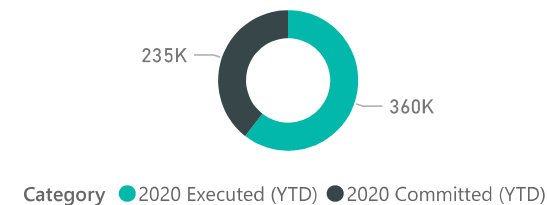
- Carry forward projects include: Memorial Park elevator and washroom and Fish Creek elevator.

- Building projects include: Fish Creek reading room, Louise Riley washroom and finishes, Judith Umbach repair/replace fixtures, Country Hills lighting, and asset management.

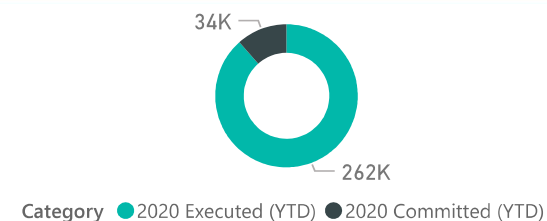
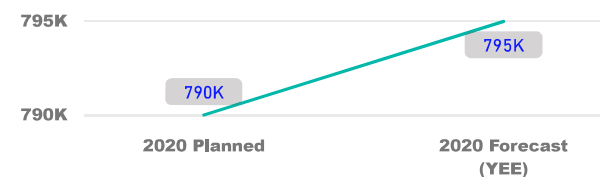
- Vehicle additions include two fleet vehicles and two cargo vans.

Spending Profile -1-

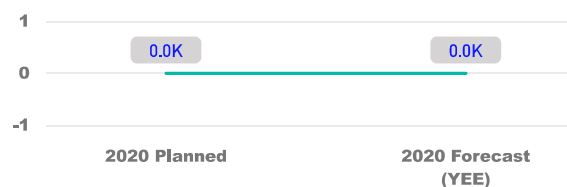
Carry Forward Projects



Building

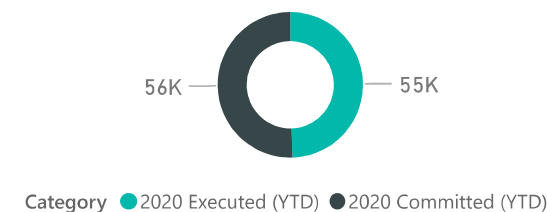
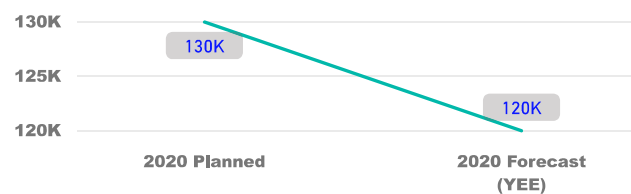


Furniture



Category ● 2020 Executed (YTD) ● 2020 Committed (YTD)

Vehicles

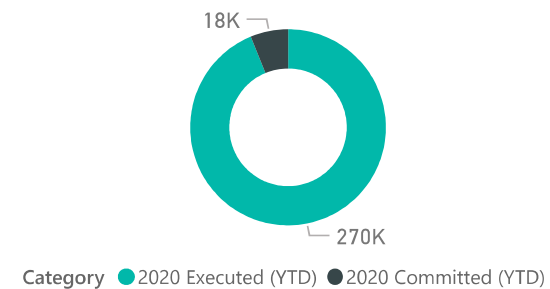
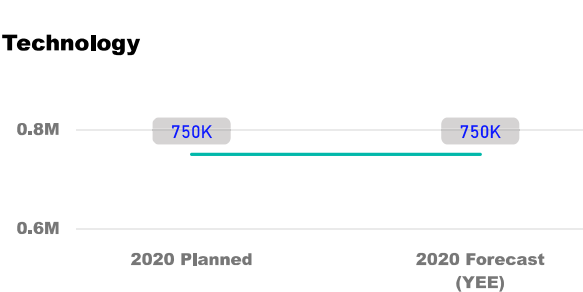


Commentary:

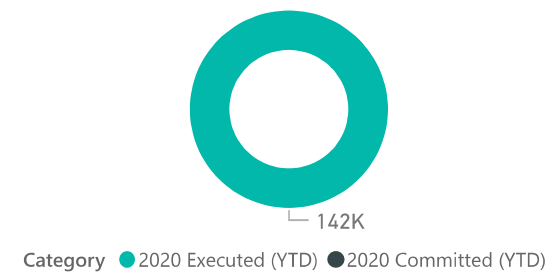
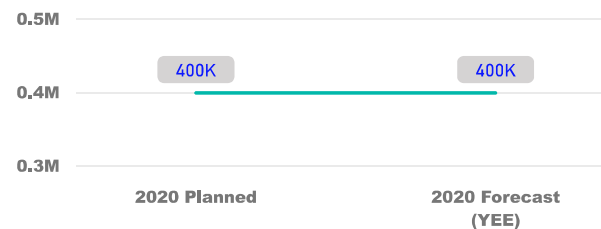
- IT projects include: Replacement of network infrastructure and end-user equipment.
- There are no growth projects planned in 2020.

Spending Profile -2-

Technology



Small Projects



Growth Projects

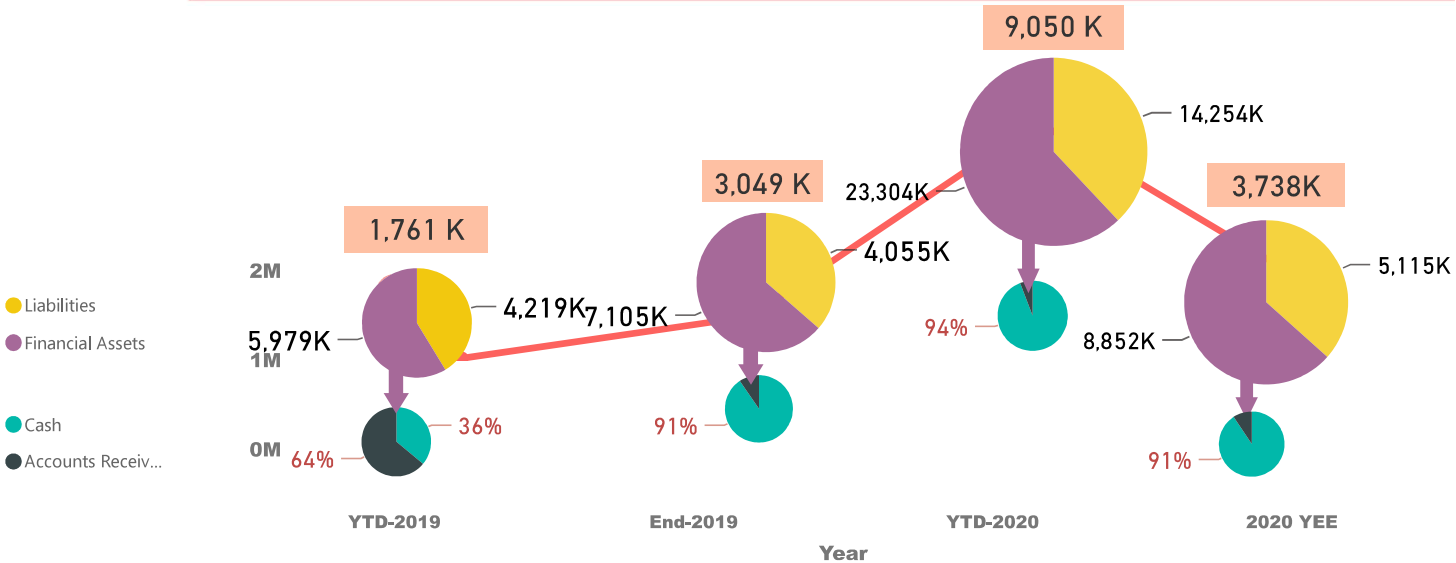
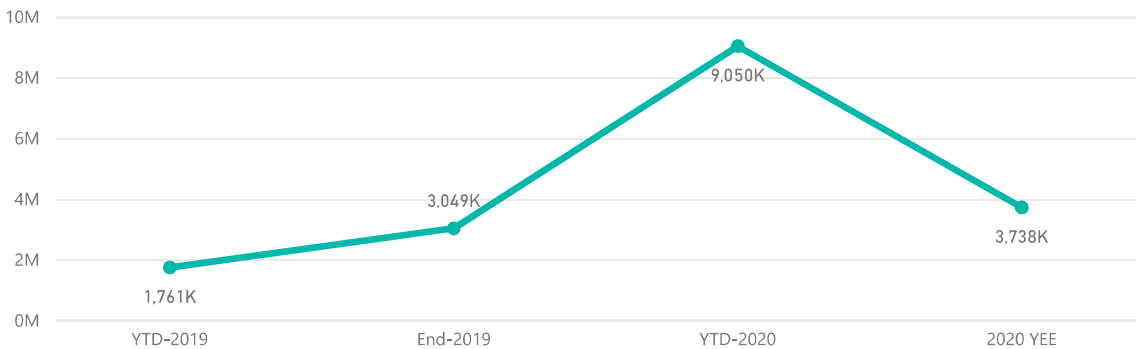
Category ● 2020 Executed (YTD) ● 2020 Committed (YTD)

Commentary

- YE forecast Net Financial Assets is \$3.7M, as of June 30, 2020.

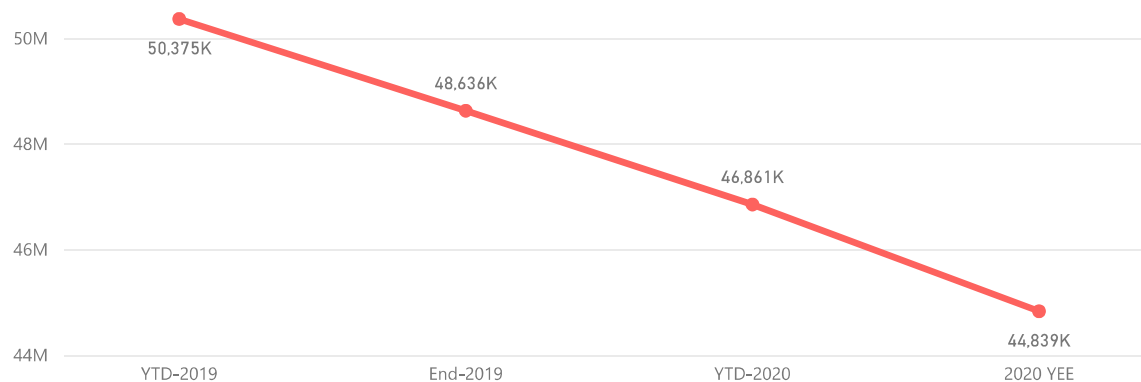
Statement of Financial Position with YEE, as of Jun 30, 2020

Net Financial Assets/(Liabilities)



Statement of Financial Position with YEE, as of Jun 30, 2020

Tangible Capital Assets



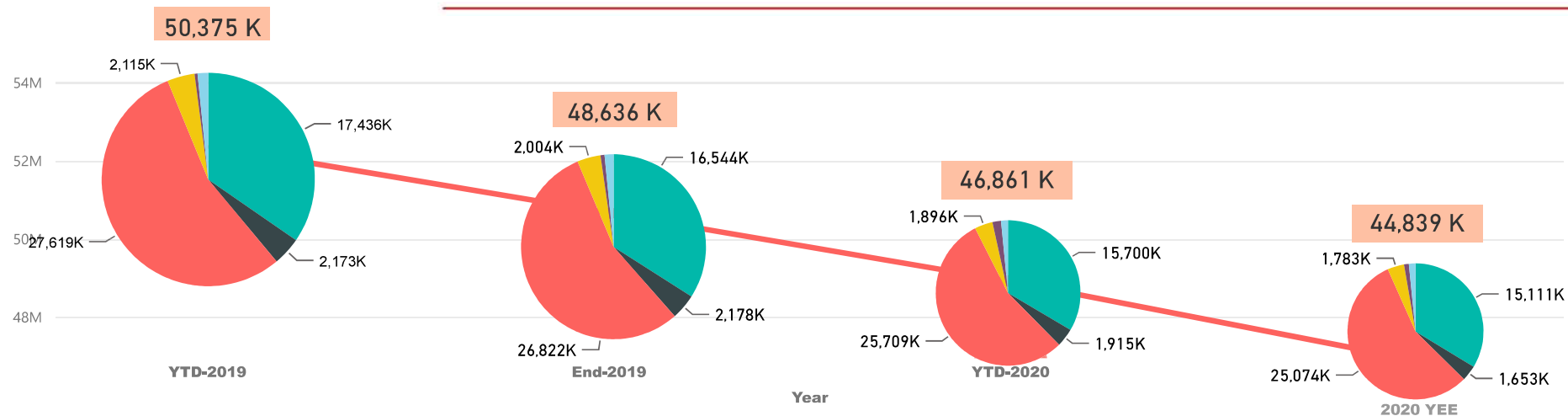
Commentary

- Tangible Capital Assets decreased due to higher amortization (\$6.4M) than the new additions (\$2.7M).

Actions

2020 Planned Additions:

- Books: \$1,869K
- Buildings: \$500K
- WIP: \$178K
- Vehicles: \$130K

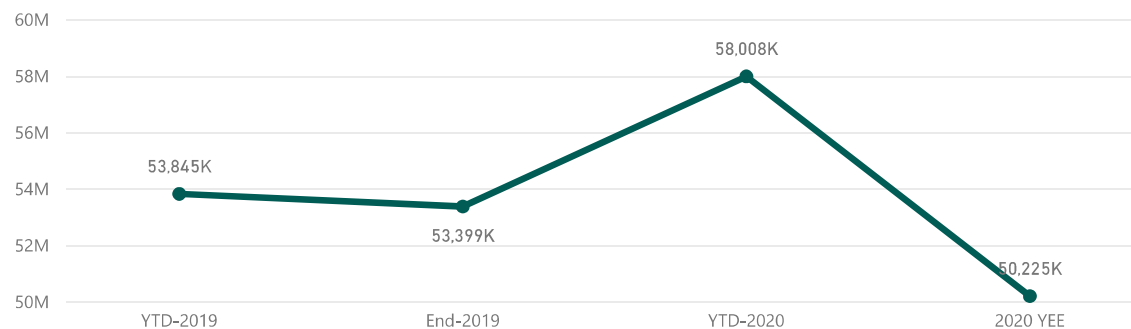


Statement of Financial Position with YEE, as of Jun 30, 2020

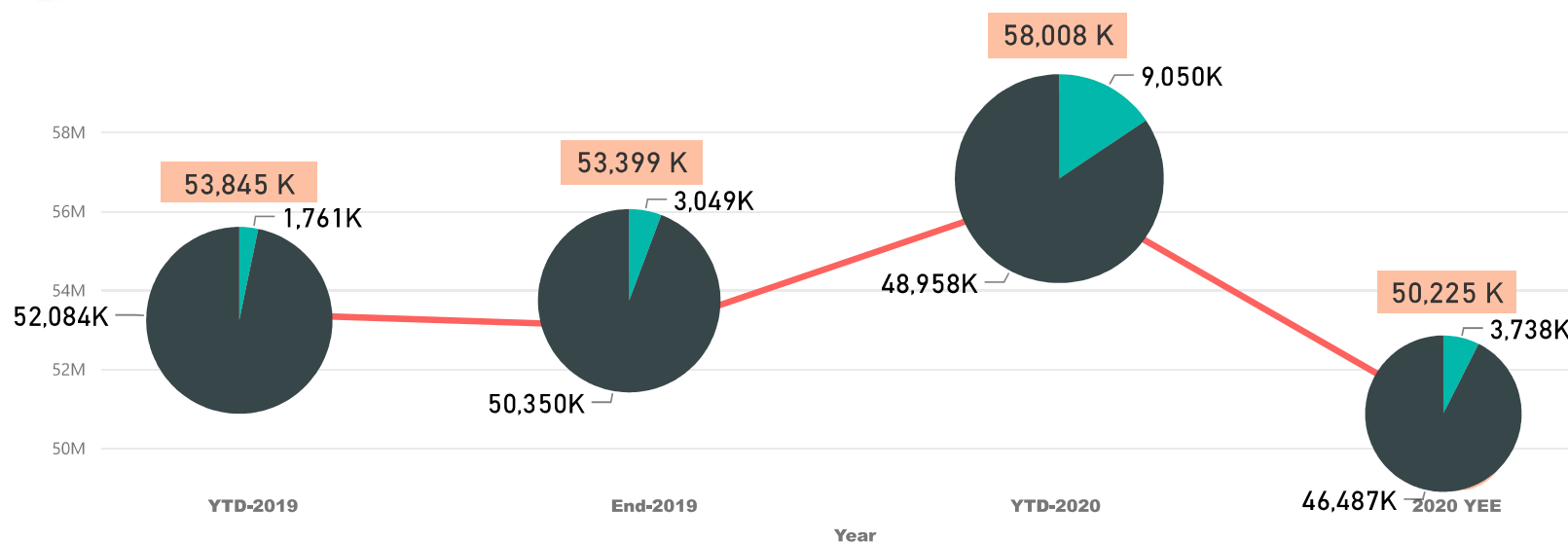
Commentary.

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

Accumulated Surplus



● Net Financial Assets
● Non-Financial Assets



THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Position
As at

	30-Jun-20	30-Jun-19	31-Dec-19
FINANCIAL ASSETS			
Cash	21,943,669	2,151,002	6,432,090
Accounts receivable	1,360,752	3,828,165	672,761
	23,304,421	5,979,167	7,104,851
LIABILITIES			
Accounts payable and accrued liabilities	3,493,165	2,857,631	3,363,039
Deferred revenues	10,761,267	1,360,915	692,439
	14,254,432	4,218,546	4,055,477
NET FINANCIAL ASSETS (LIABILITIES)	9,049,989	1,760,621	3,049,374
NON-FINANANCIAL ASSETS			
Tangible capital assets	46,861,169	50,374,759	48,636,017
Inventory	80,451	48,518	92,913
Prepaid assets	2,016,659	1,656,776	1,620,697
Deposits	0	4,412	0
	48,958,278	52,084,465	50,349,627
ACCUMULATED SURPLUS	58,008,268	53,845,086	53,399,000

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities and Accumulated Surplus
For the Period Ended June 30, 2020

	Current	Budget	Budget	Total	Total	Forecast Increase/	Difference:	Forecast
	YTD	YTD	Variance	BUDGET	Forecast	(Decrease) vs	Total Forecast	Comments
	\$	\$	YTD	\$	\$	Total Budget \$	vs. Current YTD \$	(Favorable / Unfavorable: U)
REVENUES								
5 City of Calgary	26,410,244	26,653,860	(243,616)	53,307,720	50,334,104	(2,973,616)	(23,923,860)	U- \$3M one-time reduction due to COVID-19 library closure
9 Province of Alberta	3,742,115	3,727,890	14,225	7,165,208	7,187,538	22,330	(3,445,423)	F- Heritage grant for Memorial Park Library
10 Federal Government	32,619	34,542	(1,923)	34,542	34,542	-	(1,923)	
13 Fines	223,442	528,704	(305,262)	1,030,603	258,177	(772,426)	(34,735)	U- Fine-free library
14 Rent revenue	57,140	117,530	(60,390)	238,310	137,660	(100,650)	(80,520)	U- Luke's and InceptionU rent April - August, 2020
19 Interest and other revenue	326,965	374,568	(47,603)	749,136	680,806	(68,330)	(353,841)	U- Foregone Printing & Performance Hall rental revenues due to library closure
22 Grants and sponsorships	-	-	-	-	-	-	-	
Grants and sponsorships - restricted	847,069	728,361	118,708	1,456,721	1,513,221	56,500	(666,153)	F- RFF#2020-001 - RFF#2020-003
Grants and sponsorships - unrestricted	150,000	150,000	-	300,000	300,000	-	(150,000)	
	997,069	878,361	118,708	1,756,721	1,813,221	56,500	(816,153)	
23 Total revenues	31,789,594	32,315,455	(525,861)	64,282,240	60,446,048	(3,836,192)	(28,656,454)	
EXPENSES								
29 Salaries and employee benefits	14,714,693	19,307,359	4,592,665	40,560,659	36,261,431	(4,299,228)	21,546,737	F- \$3.85M decreased spending on salaries & benefits due to temporary layoffs, \$441K gap savings until March month end
32 Collections	3,833,185	3,577,561	(255,624)	6,054,646	6,495,646	441,000	2,662,461	U- \$7K increased spending due to provincial and restricted grants reallocation; \$300K increased spending on e-resources in response to COVID-19; \$54K accrual basis adjustment for books capitalized, net impact nil to bottom line
48 General operating	3,357,171	4,509,497	1,152,326	9,124,698	9,843,309	718,611	6,486,139	U- \$750K increase lifecycle funded IT expenses; \$300K additional PPE; \$200K decrease in Programming due to provincial and restricted grants reallocation; \$131K decrease in security and photocopier usage due to library closure.
54 Building and equipment	2,407,377	2,685,923	278,546	5,194,486	5,586,972	392,486	3,179,595	U- \$636K increase lifecycle funded B&E expenses; \$118K increase due to provincial and restricted grants reallocation; \$362K savings on utilities and contract cleaning during library closure.
73 Occupancy Costs	808,545	828,210	19,665	1,697,260	1,697,260	-	888,715	
74 Amortization	3,224,735	3,236,781	(12,045)	6,473,561	6,473,561	-	3,248,826	
75 Total expenses	28,345,706	34,145,330	5,799,624	69,105,310	66,358,179	(2,747,130)	38,012,473	
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:								
	3,443,889	(1,829,875)	5,273,764	(4,823,070)	(5,912,130)	1,089,061	(9,356,019)	
Transfer between lifecycle and operating	409,396	-	409,396	-	1,350,378	1,350,378	940,982	F- To fund IT and B&E expenses from lifecycle
Transfer from unrestricted reserve	3,200,997	3,200,997	-	500,000	3,200,997	-	-	
Transfer to asset management lifecycle	(112,500)	(112,500)	-	(225,000)	(225,000)	-	-	
Transfer to books capital	(805,910)	(958,514)	152,604	(1,923,000)	(1,869,000)	-	-	
Add back amortization	3,224,735	3,236,781	(12,045)	6,473,561	6,473,561	-	-	
EXCESS BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL								
	9,360,607	3,536,888	5,823,718	2,491	3,018,806			
Government transfers for capital	1,165,380	-	1,165,380	-	2,737,867	2,737,867		F- \$3,174K 2020 lifecycle - \$739K contingency + \$303K Seton Collections
Amortization	(3,224,735)	(3,236,781)	12,045	(6,473,561)	(6,473,561)	-	-	
Purchase of books capital	805,910	958,514	(152,604)	1,923,000	1,869,000	-	-	
Add back transfer to asset management lifecycle	112,500	112,500	-	225,000	225,000	-	-	
Transfer between lifecycle and operating	(409,396)	-	(409,396)	-	(1,350,378)	-	-	
Less transfer from unrestricted reserve	(3,200,997)	(3,200,997)	-	(500,000)	(3,200,997)	-	-	
Write off of tangible capital assets	-	-	-	-	-	-	-	
Change in Accumulated Surplus	4,609,268	(1,829,875)	6,439,143	(4,823,070)	(3,174,264)			
Accumulated Surplus, beginning of year	53,399,000	53,399,000	-	53,399,000	53,399,000			
Accumulated Surplus, end of year	58,008,268	51,569,125	6,439,143	48,575,930	50,224,736			

**Lifecycle Funding and
Spending Profile
As at June 30, 2020**

Projects	Description	2020 Planned	2020 Forecast (YEE)	2020 Executed (YTD)	2020 Committed (YTD)	2020 Total (YTD)
Funding Source		('000)				
	Carry Forward Funds	1,562	1,562	1,562	-	1,562
	Current Year Funds	3,399	3,399	974	458	1,432
	Growth Project Funds	0	303	303	-	303
Total Funding Available		4,961	5,264	2,839	458	3,297
Spending Profile						
Carry Forward Projects	2019 Carry Forward Projects	590	595	360	235	595
New Projects	Building - Lifecycle	565	530	262	34	296
	Small Projects	400	400	142	-	142
	Furniture		-	-	-	0
	Sub-Total Building Lifecycle	1,555	1,525	764	269	1,033
	Vehicles - Lifecycle	130	120	55	56	111
	Technology	750	750	270	18	288
	Growth Projects	0	-	-	-	-
	Asset Management	225	225			-
Total Spending Profile		2,660	2,620	1,089	343	1,432
Net		2,301	2,644			3,832
	Contingency	739	739			739
Total Funds Available		1,562	1,905			3,093

Calgary Public Library Foundation Update

September 23, 2020

Major Gift Highlights

- Confirmed Gift Highlights
 - \$100,000 for Library School, supported by Cenovus Energy
 - \$22,800 for Community Wellness Pilot Program
 - \$25,000 for enhancing e-resources for School Aged Children
 - \$25,000 for It's a Crime Not to Read
 - \$25,000 for enhanced Community Desk Program
 - \$10,000 for Community Wellness Pilot Program
 - \$8,000+ In Kind for Local Marketing Grant

Impact Fundraising Highlights

- Library Store reopened on July 5th with weekly fulfillment of store orders and free delivery to community locations.
- “I always have my nose in a book” non-medical masks broke Library Store records for both revenue and quantities sold! More than 1500 masks have been sold since August 20, with some going as far as Austria.
- Our social media has seen a 15% increase in followers since the pandemic began.
- The Resiliency/ Fine Free appeal was our most successful appeal ever, raising more than \$215,0000 (1,777 gifts), thanks to a group of matching donors.
 - On June 29, the Library sent a system wide email to its members regarding Fine Free. This email resulted in 324 Gifts, totalling \$30,948. 165 of those gifts were from first time donors.
- From donations received during the pandemic, 17.2% are from previously lapsed donors (industry experts state that only 2.2% of lapsed donors will ever return).
- 320% e-appeal revenue increase as a result of increasing our quantity of e-appeals and introducing comprehensive appeals (mail, email and social). As there are minimal costs associated with e-appeals, the revenue to expense ratio is high.
- Legacy giving appeal underway.
- Fall Direct Mail landed in mailboxes September 7.
- The Holiday Campaign will be focused on the Dolly Parton Imagination Library program. This pilot will mail books to 1,000 children (0-5 years old) monthly, building their very own Library.



Stewardship Highlights

- Launched an email Welcome Series for new donors and prospects to increase understanding of support opportunities.
- Initiated segmented stewardship communications including informing donors and prospects when their specific Library reopened.
- Increased communication to donors to maintain relationships during the pandemic despite slowed giving.



Operations

- Due to the impact of COVID-19, the Library Foundation has permanently laid off its Database Administrator and has temporarily laid off the Campaign Assistant and Donor Relations Officer.
- Streamlined gift processing, which has increased our e-receipting by 370% since 2019 and reduced expenses.
- Increasing our e-appeals from two in 2019 to nine in 2020 (450%), which has driven more traffic to e-receipting and gifts through CanadaHelps. We surpassed all gifts through CanadaHelps in 2019 by August 31, 2020.