

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, March 30, 2022
Online via Microsoft Teams



1. **Treaty 7 Virtual Opening** 4
Evan Legate, Board Member
2. **Chair's Welcoming Remarks**
3. **Review of Agenda**
4. **Consent Agenda**
5. **Business Arising**
A. Business Arising from the Minutes
6. **Chair's Report** Verbal
Sandy Gill, Board Chair
7. **CEO's Report** 6
Sarah Meilleur, CEO Information
8. **Governance Committee**
A. **MOTION** Report of the February 2, 2022 Meeting 12
Andrew Rodych, Committee Chair Information
B. **MOTION** Report of the March 2, 2022 Meeting 17
Andrew Rodych, Committee Chair Information
9. **Strategy and Community Committee**
A. **MOTION** Report of the February 9, 2022 Meeting 22
Crystal Manyfingers, Committee Chair Information
B. **MOTION** Report of the March 9, 2022 Meeting 26
Crystal Manyfingers, Committee Chair Information

10. Audit and Finance Committee

- | | |
|---|--------------------------|
| A. MOTION Report of the March 22, 2022 Meeting
<i>Haritha Devulapally, Committee Chair</i> | 29
<i>Information</i> |
| B. MOTION Controller's Report for the Year Ended December 31, 2021
<i>Haritha Devulapally, Committee Chair</i> | 32
<i>Information</i> |
| C. MOTION Audit Report and Audited Financial Statements for the Year
Ended December 31, 2021
<i>Haritha Devulapally, Committee Chair</i> | 47
<i>Approval</i> |

11. Calgary Public Library Foundation Update

Sandy Gill and Jocelyn Phu, Library Board Representatives

Verbal

- | | |
|--|--------------------------|
| A. Calgary Public Library Foundation Update
<i>Tracy Johnson, CEO Calgary Public Library Foundation</i> | 89
<i>Information</i> |
|--|--------------------------|

12. Other Business

13. Adjournment

TREATY 7 LAND ACKNOWLEDGEMENT

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

Calgary Public Library serves the community on this traditional land, and we honour all people who share, celebrate, and steward the Treaty 7 territory of Southern Alberta.

This Land Acknowledgement reminds us of the histories that precede us, highlights our responsibilities going forward, and helps bring us together on a shared journey of Truth and Reconciliation.

PRONUNCIATION GUIDE

HELLO:

Oki - Oo-gee (Blackfoot hello)

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

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

BLACKFOOT CONFEDERACY NATIONS:

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

Siksika Nation - Six-ih-gah

Piikani Nation - Be-gun-nee

Kainai Nation - Gaa-nah

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

TREATY 7 NATIONS:

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

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

Chiniki Band –Chin-ih-key

Bearspaw Band –Bears-paw

Wesley Band – Wes-lee

CEO Report March 2022

Calgary Public Library continues to take steps towards expanded service levels including the conclusion of most pandemic response guidelines in response to the removal of most provincial health restrictions. Following a pilot period, much anticipated in-person programming and outreach services will resume at all locations this spring.

The Library will embrace the innovation and lessons of COVID-19 to reduce barriers and target services as we reimagine in location visitor experiences. To better support the organization through this period of reactivation, and create stronger foundations for the new strategic plan, the Library will be making changes to reporting structures and team portfolios in April to enhance collaboration and create stronger connections to frontline staff to understand potential shifts in community needs.

Work on the Library's next Strategic Plan took an important step forward on March 12 with a successful Board Retreat. The Leadership Team is reviewing the feedback and discussions, identifying a path forward and next steps, and looking to incorporate staff and partner feedback into the process over the next few months.

Government Relations

Tours with councillors have continued with productive meetings in library locations across Calgary. These conversations have covered a range of themes and issues for constituents, with a common thread of capital planning. The Library welcomes these conversations because comparisons to municipal benchmarking and increasing population numbers show that Calgary is facing a public library space deficit that needs to be addressed.

The Library was pleased to hear that provincial funding for 2022 will remain stable and unchanged from previous years. At the same time, with ongoing anticipated population growth our community would benefit if current population numbers were considered in provincial funding allocation. We continue to work with the Public Libraries Services Branch (PLSB) on pandemic response and we are awaiting updates related to the Libraries Act following stakeholder consultation from fall 2021.

As the City prepares for a new budget cycle, many civic and cultural partners are also developing their new strategic plans. I have been fortunate to have met with many of our community partners to discuss pandemic and economic recovery, the mental health and addiction crisis, evolving needs of Calgarians, and downtown revitalization. As we develop the strategic plan and long-term vision for the Library, alignment and collaboration with partners like Calgary Economic Development, Calgary Arts Development, Calgary Chamber of Commerce, Platform, Tourism Calgary, Calgary Local Immigration Partnership, and other key partners will be critical.

Operational Highlights

Spring programming registration opened on March 21, and the Library was able to provide the largest schedule of in-person and virtual programs since the beginning of the pandemic. In this next cycle, the Library expects 70% of programs to be available in-person, starting in early April. Most community locations are expanding up their program offerings slowly and paying close attention to the interests and comfort level of their patrons.

The expansion of program offerings also highlights an urgent need to re-engage and recruit volunteers and Volunteer Services will be working on recruitment campaigns. At the end of 2019, the Library had over 3,910 active volunteers, compared to 1,502 at the end of 2021 and we look forward to re-engaging with our community in this impactful way. The biggest area of opportunity for recruitment will be youth volunteers whose completed hours also contribute to their school credits.

Most locations were open for Family Day this year. The day was popular with families with more than 5,700 visits across 16 libraries.

Library School is back in-person at Central Library. After four weeks of virtual programming in January and early February, students, teachers, and Library staff are thrilled to return to onsite programming. Staff are busy planning for ten more weeks of in-person programming and hope to schedule a few celebration days where they bring the classes who participated in the virtual version into the Library for a one-day field trip.

Job Desk returned to a hybrid of in-person and virtual service on March 1, 2022. Access to employment services through Job Desk will be especially important over the coming months as Calgary's economy continues to expand and re-open for business. Job Desk Coaches are contracted to provide 30 hours of appointment time where they deliver professional career counseling and referral services for job seekers to identify and apply for employment, skill development and career changes, as well as career management resources. Job Desk drop-in in-person service resumed three days per week at the Central Library Job Desk Kiosk providing 11 hours of in-person service along with the 19 hours of virtual service. In-person service will be expanded to 17 hours beginning April 1, along with 13 hours of virtual service.

The Library was proud to once again with Chinook Blast on programming and activations. From February 4 to 27, Central was home to the Chinook Blast Artist's Pavilion, which featured an exhibit from Canada's Sports Hall of Fame on Indigenous Sports Heroes, an NFT Gallery, and two installations from PARK. Memorial Park Library was also part of the winter festival, with an installation by AZMA Digital titled Bibliobeats, which was projected onto the back of our building.



With increased tension around protests in the Beltline, Memorial Park staff participated in a safety and security information session on the protests, scenario planning, and additional supports.

While locations across the city report increasing visits, Library Hotline continues to have a high volume of contact with patrons through phone calls, emails and chats. It remains a crucial connection to support patrons in accessing our services, collections and programs, and patrons appreciate the one-on-one connections. In the first two months of 2022, roughly 10,500 queries came through the service.

Online programming continues to reduce barriers and provide valuable services to our members. For example, our recent virtual English Conversation Club hit a record high attendance, with 193 participants in February alone. In-location English Conversation Clubs will return to five locations in April.

The Library continues to expand digital access to the Calgary's Story Postcard collection. Two new curated anthologies are now available for viewing on the Biblioboard platform:

- The View from Here, showcasing early photographs of Southern Alberta, including mountains, frontier towns and Calgary's urban landscape; and

- The Southern Alberta at Work anthology which highlights local industries, including oil and gas, agriculture and historical photographs of the CPR and RCMP

Recently, Calgary Public Library was one of the Canadian libraries celebrated and featured by BiblioBoard for their innovative digital community engagement approaches to increasing access to digital collections and highlighting community stories.

Strategic Initiative Highlights

Library locations continue to reactivate spaces, services, and programming. Furniture has been returned to the floor and toys have returned to our early learning centres. There has also been a need to both train new staff who have been hired during the pandemic and refresh training for all staff as we look forward to welcoming the community back into our spaces for in-person programming. We are also preparing all staff for creating exceptional visitor experiences with a new professional learning session that all Library staff, no matter where they work, will participate in. This Visitor Experience Principles training is meant to give staff the opportunity to review our visitor experience principles and reflect on how these can be integrated into our daily work in all our different roles across the system.

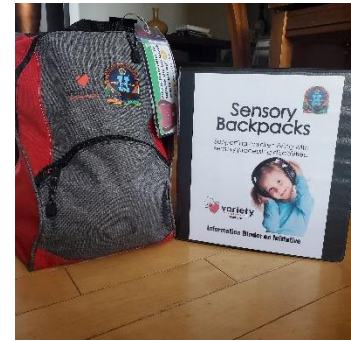


Launching April 4, the Library will bring back its popular Welcome to Kindergarten Book Bag program featuring a keepsake tote designed by our 2021 Children's Illustrator in Residence, Isabelle Ackroyd. Six thousand bags will be available to children entering kindergarten and can be requested online or in-person. Additionally, 3,000 special bookbags will be made for the graduates of My First Bookshelf and for schools identified by our school board partners as being most in need of school readiness support. The special book bags include school supplies and activities to support their use and a book to keep.

The Library continues to have strong partnerships with the school boards and educators in Calgary. Staff from Central Library presented at the Calgary Teacher's Convention (February 17-18, 2022) on everything from media literacy and digital resources to the year's top picture books and fiction for reluctant middle-grade readers. The Convention is a great way to keep our collections, programs and services top of mind for teachers and make connections with them. Attendees noted interest in participating in an upcoming media literacy program pilot.

The Library recently launched a new digital learning product called AV2 World Languages for Kids. This product is a collection of juvenile non-fiction ebooks available in 13 different languages. The collection enables patrons to access content in their language while also providing an excellent language-learning tool in English, French, Mandarin, Spanish, Tagalog, Korean, German, Italian, Hindi, Spanish, Russian, Vietnamese and Urdu. The books are always available, with no wait times and are presented in a clean, easy-to-read format with vivid full-screen images viewable in internet browsers.

The Library has developed a new partnership with Variety Alberta to bring Sensory Backpacks to select locations. Children and youth who live with Sensory Processing Disabilities often cannot filter out external stimuli (such as loud sounds; bright lights), making outings difficult for them and their families. Because of this, children who live with these types of disabilities (i.e. autism) often have “smaller worlds” and do not get to do or experience the same things as many of their peers. As part of the pilot, Variety Alberta will be providing up to 33 backpacks, geared towards ages 5-8 and 8-12 years, filled with a variety of items for sensory blocking, redirection, education, and fun.



Black History Month programming saw great attendance in February. Programming was varied and high-profile. Through a partnership with Edmonton Public Library, we presented a virtual school visit with acclaimed author Lawrence Hill that attracted 294 classes with over 8,000 students in attendance. The Library's Production team also worked with Service Design and local history librarians to develop original content to share the history of some notable Black Albertans. This content development led to Nicole Dodd, the Library's Diverse and Inclusive Services Design Lead, to host a weekly spot on Global Morning for the month to raise awareness about historic Black Calgarians, including [Vernetta Anderson](#), the first Black woman elected to Calgary's City Council. You can view the Library's collection of [Black history stories on YouTube](#).

The most recent Napi's World School Event, "Napi and the Miiksinitssii," saw 220 classes and over 6,200 students participate. Adrian Wolfleg, a member of the Library's Elders' Guidance Circle and a Blackfoot Knowledge Keeper provided an oral retelling of Napi and Miiksinitssii and discussed what this trickster spirit from Blackfoot stories can teach us. Teachers provided very positive feedback about both the presentation and the educator resources developed and provided that allowed students to extend their learning in the classroom. This was the third installment of the popular virtual program and teachers are eager for more.

Danielle Piper, the Library's current Indigenous Artist in Residence, has been offering popular online beading workshops and meeting with patrons virtually and in-person at her Central Library studio. Danielle is a local emerging artist and recent graduate of the Alberta University of the Arts whose artistic practice is rooted in traditional craft techniques and articulated in a mixture of English and Nêhiyawêwin, her ancestral language. Her residency includes the creation of a large, beaded art piece that she hopes to complete by May, incorporating the tassels and pendants created by patrons attending her programs in March and April.

The Borrow a Computer extended pilot has proven to be a very important new service. Since launching last year, 450 Chromebooks and PC Laptops have been borrowed 2,287 times. The program will continue, and we are piloting the lending of WiFi hotspots as well in partnership with Telus.

With support from the Calgary Public Library Foundation, the Library launched the Button's Buttons initiative at all locations on Wednesday, March 9. The initiative invites Library visitors to leave a note of encouragement, celebration, or positivity on a post-it note stuck to a whiteboard. In return, they can choose from five pre-made buttons that have encouraging phrases like "You look great today" and "I believe in you," meant to spread kindness and social connection in our communities. The initiative is part of Chapter One: Buttons, a Calgary Public Library Foundation initiative that recognizes Jim Button, a well-known community builder, entrepreneur, and philanthropist in Calgary. Patrons throughout the Library system have embraced this positive initiative.



The Wellness Desk service is currently operating at Central and Crowfoot Libraries and will be expanding to Seton Library in March. At Seton, the service will be available to visitors on Saturdays and will pilot family counselling supports and resources. This will be the first Wellness Desk in south Calgary and an excellent opportunity to connect patrons with needed services.

System Developments

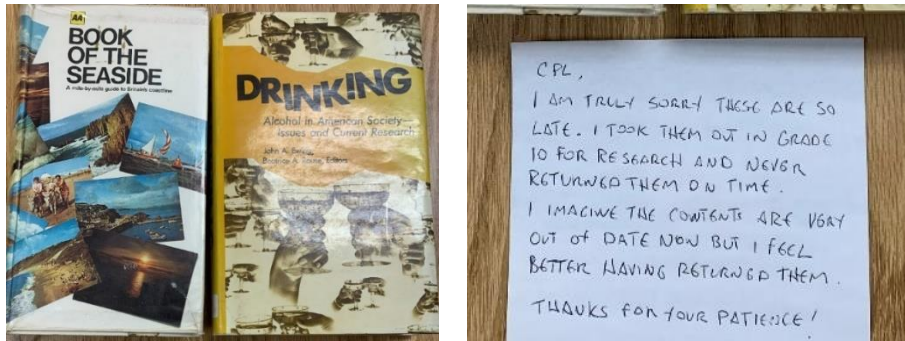
Facilities has set their improvement and life cycle plans for 2022, and renovations will begin shortly for several locations. Construction is wrapping up at Saddle Towne including life-cycle improvements, the addition of six small meeting rooms, and a fantastic teen space. Plans are underway for Shawnessy life-cycle improvements including similar features, with the renovation planned to start shortly. For Signal Hill, a new outdoor Early Learning Centre is in the development phase and construction is expected to begin in early summer. Plans for Fish Creek improvements and maintenance are in development, with construction planned for later this year.

Several locations are happy to have Chromebook lockers finally installed following supply chain issues and disruption. Members can now use these self-serve automated lending lockers at Memorial Park, Judith Umbach and Signal Hill in addition to eight existing locations and more to come.

As communities across North America hope for stability and a return to normalcy, libraries and the book industry are beginning to see different impacts of the pandemic, specifically supply chain issues. A recent *Publishers Weekly* article noted that paper and labour shortages are contributing to a supply chain issue in the publishing industry. The shortages are mainly due to a shift in the manufacturing sector from paper to other products such as cardboard and packaging materials which are in high demand due to increased online ordering. These supply issues will likely be seen in decreased quality of printed paper books, possibly including coloured paper if plain white is not available. Publishers are also likely to move towards a print-on-demand model rather than leading with large print runs to avoid unnecessary waste. The reduction in inventory at the point of release is anticipated to cause delivery delays and may impact the availability of both backlist and new titles.

Impact Moments

Fish Creek Library staff were surprised to receive a return that was overdue...by 42 years! The member included a note apologizing for the delay and while their fines would have exceeded \$3,000, they can be relieved since all outstanding fines were forgiven in 2020 when the Library went fine free.



Giuffre Family Library staff welcomed a large group of Grade 7 English-language learners (ELL) last month. Working with their teacher, staff pulled a selection of high-interest / low reading level materials suitable for their age, and one boy was thrilled when he spotted part of a new manga series. He borrowed all five that were on the shelf. He asked if we could help him place holds on the rest of the series if he came back after school. The teacher was grateful, and she shared that some of the students were recent arrivals with developing English skills. Staff invited them all to visit any time and handed out rainbow gecko take-home beading kits as they left. The instructions for making a beaded rainbow gecko are another way to practice reading, and they will have a memento of their visit.

Approved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, February 2, 2022
5:30 pm

In Attendance:

Board

Andrew Rodych (Chair)
Haritha Devulapally
Sandy Gill
Evan Legate
Jocelyn Phu

Administration

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

Regrets:

Crystal Manyfingers

1. Treaty 7 Opening

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

2. Review of Agenda

MOVED by Sandy Gill that the February 2, 2022 agenda be approved as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Sandy Gill that the minutes of the January 5, 2022 Governance Committee meeting be approved as presented.

Carried unanimously

4. Business Arising

None.

5. Board Relations

A. Board Orientation Update

Andrew Rodych advised the Committee that he has spoken with representatives from the Institute of Corporate Directors (ICD) to learn about their instructional offerings regarding non-profit board governance. Official ICD courses are cost-prohibitive based on the Library Board's budget for professional development, but some ICD members are known to provide their own coaching at low or no cost to non-profit boards.

The Committee agreed that A. Rodych shall continue work on sourcing a speaker and to plan for a professional learning opportunity outside of the regular Board schedule to include an ICD-based non-profit session and a *Libraries Act* session provided by Public Libraries Service Branch (PLSB).

Task	Responsible	Deadline
Continue sourcing a speaker for professional development in non-profit governance.	Andrew Rodych, Committee Chair	March 2022
Coordinate with PLSB to arrange a speaker coinciding with the non-profit governance training.	Administration	March 2022

6. Board Recruitment

A. City of Calgary Board Member Search Requirements

Andrew Rodych advised that he has spoken with Lori Kerr of the City of Calgary to confirm the City's requirements for the Board to complete its next search. The Library Board is exempt from the City's regular appointment process for Boards, Commissions and Committees per Council decision *Public Library Board Recruitment Process*, PFC2014-0423. That 2014 decision directed the Library Board to oversee its own recruitment process and submit its recommended candidates to Council for consideration when filling vacancies at regular Organizational Meetings or in response to mid-year resignations. At that time, the Board was directed to use a search consultant to conduct its citizen recruitment campaigns.

In 2018, Council adopted a motion rescinding its decision, thereby allowing the Board to decline to engage a search consultant when conducting citizen recruitment campaigns. The City continues to recommend engaging a search consultant as a best practice, but it is no longer a requirement for the Library Board to do so.

B. 2022 Board Member Search

The Committee agreed to issue a Request for Proposal in pursuit of a search consultant for the 2022 recruitment campaign.

Task	Responsible	Deadline
Request an RFP from the Library's Procurement team targeting a contract award in April or May.	Administration	March 2022

MOVED by Haritha Devulapally that a procurement process be initiated to engage a search consultant for the 2022 recruitment campaign.

Carried unanimously

7. Board Self-Evaluation

A. Exit Interviews Procedure Update

Amanda Robertson presented a proposed update to Item 03.d. of the Board Handbook, *Board Recruitment, Reappointment, and Development Process*. The Exit Interviews section of this document was revised to read (with new language in bold print):

Retiring Board members are given exit interviews **prior to the end of their term by the Board Chair. If the current Board Chair is retiring, the interviews will be conducted by the Board Vice-Chair. If both the Board Chair and Vice-Chair are retiring, the interviews will be conducted by the Governance Committee Chair.** The results of these interviews are shared with the Board and any accepted recommendations are assigned to relevant standing committees.

The Committee agreed to adopt the updated procedure and directed Administration to make the revision in the Board Handbook.

Task	Responsible	Deadline
Accept the proposed changes to the procedure document in the Board Handbook as discussed.	Administration	March 2022

B. Governance Capacity and Consensus Building: Next Steps

The Committee discussed potential tactics for increasing the Board's governance capacity and building a shared understanding among its members. One tactic that arose in the discussion is exploring application of Board Bylaw Section 5.3, which allows for volunteer members of the public to sit on Board committees. The Committee discussed the possibility of using this mechanism to either bring in a former Board member to provide expertise or to engage with members of the community currently "in waiting" to join the Board or otherwise support the Library.

The Committee agreed that the Board's needs must be clarified before a path forward may be determined. The Committee directed Administration to set this item in the March meeting agenda for further consideration.

Task	Responsible	Deadline
Carry this item forward to the March 2022 meeting agenda for further discussion.	Administration	March 2022

8. Bylaws, Policies, and Processes

A. Strategic Alignment Policy Review

Heather Robertson advised that a small number of the Board Policies require updates.

The Committee directed Administration to bring forward the recommended changes during the Committee's April 6, 2022 meeting.

Task	Responsible	Deadline
Bring forward suggested changes to select policies for the Committee to review.	Administration	April 2022

9. Workplan Review

The Governance Committee directed Administration to revise the workplan as follows:

- Discuss "Governance Capacity and Consensus Building" in March
- Review Administration's suggested changes to the Board Policies in April and schedule additional time in May to review again if necessary
- Award the search consultant contract at the end of the procurement process in April or May

Task	Responsible	Deadline
Make requested changes to the workplan.	Administration	March 2022

10. Other Business

11. In Camera

MOVED by Andrew Rodych that the Calgary Public Library Board Governance Committee and Chief Executive Officer move in Camera.

Carried unanimously

MOVED by Jocelyn Phu that the Calgary Public Library Board Governance Committee rise and report.

Report:

1. That the Governance Committee recommend that the Calgary Public Library Board approve the immediate engagement of Salopek & Associates for support of the CEO Evaluation and 360 Review as per their proposal.
2. That the Governance Committee recommend to the Board that Haritha Devulapally be granted a leave of absence beginning April 15, 2022 until the end of her term on October 31, 2022, subject to the existing reappointment process.

Carried unanimously

12. Adjournment

MOVED by Evan Legate that the meeting be adjourned at 7:20 pm.

Transcribed by Amanda Robertson

Andrew Rodych
Committee Chair

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, March 2, 2022
5:30 pm

In Attendance:

Board

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

Administration

Sarah Meilleur, *CEO*
Heather Robertson, *Director, Service Design*

1. Treaty 7 Opening

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

2. Review of Agenda

MOVED by Jocelyn Phu that the March 2, 2022 agenda be approved as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Haritha Devulapally that the minutes of the February 2, 2022 Governance Committee meeting be approved as presented.

Carried unanimously

4. Business Arising

None.

5. Board Relations

A. Board Orientation Update

Considering sudden changes to the Governance Committee workplan, Andrew Rodych advised the Committee that his update on identifying a guest speaker involved with the Institute of Corporate Directors (ICD) will be deferred to April.

New member orientation is on schedule, with two sessions completed and a third to be scheduled with the Foundation in April. New and tenured Board members agreed based on positive feedback from the orientation process this year that this more structured orientation process should continue on an annual basis.

Task	Responsible	Deadline
Continue sourcing a speaker for professional development in non-profit governance.	Andrew Rodych, Committee Chair	April 2022
Coordinate with PLSB to arrange a speaker coinciding with the non-profit governance training.	Administration	April 2022

6. Board Recruitment

A. Mid-Term Board Member Appointment

Due to the mid-term resignation of a Board member, City Council will be required to appoint a new Public member. Andrew Rodych advised that the City confirmed its requirements to appoint a new member and that the new member's term will expire on October 31, 2024. If the nominee is selected from the list of approved alternate candidates approved by City Council in 2021, only one candidate will be required. The Board must also submit a skills matrix, search process summary, preferred candidate justification, and a copy of the nominee's resume. The City's primary considerations will include the nominee's eligibility criteria and whether they fulfill the needs outlined in the skills matrix.

As per the terms of their contract, the search firm engaged in 2021 reached out to the first candidate on the 2021 approved alternate list and confirmed their ongoing availability and interest in serving on the Board. The Committee directed Administration to provide support in circulating an Urgent Motion to the Board recommending that this candidate be approved for nomination.

An exit interview with one departing Board member is scheduled with the Board Chair. Learnings from the discussion will be shared with the Committee as appropriate.

MOVED by Andrew Rodych that the information circulated to the Board regarding the mid-term Board member appointment remain confidential under the Freedom of Information and Protection of Privacy Act; and further that the Calgary Public Library Board approve the candidate recommended by the Governance Committee and nominate the candidate to City Council for its appointment process.

Carried unanimously

Task	Responsible	Deadline
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Circulate Urgent Motion to the Board to nominate the Governance Committee's preferred candidate to City Council.	Administration	March 2022
Conduct exit interview with former Board Member and report findings to the Board as appropriate.	Andrew Rodych, Governance Chair	March 2022

B. Candidates for Re-Appointment

Andrew Rodych advised that two Board members' terms will end in 2022 and that both members will be eligible for re-appointment. The Board must provide one preferred and one alternate candidate for each open seat, so the recruitment process will proceed in search of alternates even if both eligible members make the required formal expressions of interest in re-appointment.

Before the two eligible members can be nominated for re-appointment, the remaining Board members must first have an opportunity to provide confidential feedback regarding their suitability to be appointed for another term. This is usually performed by the Board Chair, but because one of the two members eligible for re-appointment is the current Board Chair, the Committee agreed that the Board Vice-Chair will perform this task to mitigate any conflict of interest.

Task	Responsible	Deadline
Provide a confidential poll to the Board regarding the performance of the two members eligible for re-appointment in 2022.	Andrew Rodych, Board Vice-Chair	April 2022
Confirm with eligible Board members whether they wish to be nominated for re-appointment in 2022.	Andrew Rodych, Board Vice-Chair	April 2022

C. Board Members Skill Matrix

The Committee expressed interest in exploring a further review and update to the skills matrix later this year, recognizing that the needs of the Board change over time. Of note, the Committee is interested in best practices in skills assessment, including examining transversal skills and global citizenship.

Until this more fulsome review can be completed, the skills matrix will be updated to include a field for Board members to provide contextual information, credentials, and any other details they wish to share that will provide more specificity to the broad experience level options provided in the rubric.

The Committee directed Administration to circulate the current skills matrix to all Board members to inform the mid-term appointment and annual recruitment process with these small adjustments. Tenured Board members will be sent the responses they provided in 2021 to support their self-assessment in 2022. The Committee will perform a more detailed review of the skills matrix template and make changes as needed at the October 5, 2022 meeting.

Task	Responsible	Deadline
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Circulate the skills matrix to all Board members with 2021 data included as applicable and share results with the Recruitment Committee to inform the search process.	Administration	March 2022
Review the workplan to include a review and update of the skills matrix in September.	Administration	March 2022

D. Search Firm Procurement Process

The Committee reviewed the Request for Proposal required to initiate the Library's procurement process in securing a search firm for the Board recruitment process. Heather Robertson advised that the RFP will be posted as soon as March 3, 2022, pending approval by the Committee.

After considering the proposed draft, the Committee agreed to approve the RFP and initiate the procurement process. The Committee learned that in accordance with best practice, Administration will notify the search firm whose contract expired last year that the RFP is going to be posted.

MOVED by Andrew Rodych that the Governance Committee approve the Request for Proposal for immediate publication as presented.

Carried unanimously

Task	Responsible	Deadline
Publish the Request for Proposal according to Library policies and procedures.	Administration	March 3, 2022
Notify the prior search firm that the RFP is being published and invite them to submit a proposal.	Administration	March 3, 2022

E. Strike 2022 Ad Hoc Board Recruitment Committee

The Committee agreed to strike an ad hoc Board Recruitment Committee of three members to work with the successful search firm in securing candidates for the 2022 appointment process as overseen by City Council. Evan Legate, Crystal Manyfingers, and Jocelyn Phu volunteered to sit on the ad hoc Board Recruitment Committee. As the Governance Committee Chair, Andrew Rodych will be available as an alternate to provide support if needed.

In May, the Recruitment Committee will meet with the search firm to set expectations. In the ensuing months, the Recruitment Committee will review applications and interview candidates before making a recommendation to the Board in September.

MOVED by Andrew Rodych that an ad hoc Board Recruitment Committee be created to recruit at least two new alternate candidates eligible for appointment to the Calgary Public Library Board in 2022.

Carried unanimously

The Board has identified an opportunity to clarify the types of work and time commitment both required and recommended for its members as communicated during the Board member recruitment process. The Committee directed Administration to support in developing a briefing document outlining the estimated time required to fulfill a Board member's core responsibilities, including preparing for and attending Board and committee meetings, as well as other outreach and advocacy work.

Task	Responsible	Deadline
Prepare a brief for board member search candidates outlining the Board's expectations for the volume and types of work required or recommended for each volunteer member.	Administration	April 2022

7. Bylaws, Policies and Processes

A. Equity, Diversity and Inclusion Policy Development Update

Crystal Manyfingers reported on the ad hoc Board Retreat Planning Committee's recent discussions with the consultant who will facilitate the Equity, Diversity, and Inclusion session on March 12. This session will support the Board in its early discussions on an Equity, Diversity, and Inclusion policy draft as well as provide a learning opportunity for Board members to build a shared understanding and foundational knowledge of their role in this part of the Library's work.

8. Workplan Review

The Governance Committee directed Administration to revise the workplan to include a review and update of the skills matrix in September.

Task	Responsible	Deadline
Make requested changes to the workplan.	Administration	April 2022

9. Other Business

None.

10. Adjournment

MOVED by Andrew Rodych that the meeting be adjourned at 6:50 pm.

Transcribed by Amanda Robertson

Andrew Rodych
Committee Chair

Approved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Wednesday, February 9, 2022
5:30 pm

In Attendance:

Board

Crystal Manyfingers (Chair)
Sandy Gill
Evan Legate
Jocelyn Phu
Sheeba Vijayan

Administration

Sarah Meilleur, *CEO*
Mary Kapusta, *Director, Communications*
Paul Lane, *Director, Corporate Services*
Amanda Robertson, *Executive Assistant*
Heather Robertson, *Director, Service Design*

Regrets:

None

Guests:

Myke Atkinson, *Service Design Lead*
Kristen Duke, *Service Design Lead*

1. Meeting Opening

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

2. Review of Agenda

MOVED by Evan Legate that the agenda for February 9, 2022 be approved as presented.

Carried unanimously

3. Approval of Minutes

MOVED by Jocelyn Phu that the minutes of the January 12, 2022 meeting be approved as presented.

Carried unanimously

4. Business Arising

None.

5. Board Retreat Planning

The Strategy and Community Committee agreed to form an ad hoc Retreat Planning Committee to make preparations for the March 12, 2022 Board Retreat. A solicitation for volunteers went out to the Board after the January 12, 2022 meeting of the Strategy and Community Committee, resulting in Andrew Rodych, Jocelyn Phu, Evan Legate, Crystal Manyfingers, and Sheeba Vijayan volunteering to join the ad hoc Committee responsible for setting the agenda, selecting guest speakers, and directing Administration in handling the logistics of the event.

The Strategy and Community Committee directed Administration to make contact with the ad hoc Committee by the end of the week to begin planning the event.

Task	Responsible	Deadline
Email the ad hoc Retreat Planning Committee to initiate the planning process.	Administration	February 11, 2022

MOVED by Jocelyn Phu to initiate an ad hoc Retreat Planning Committee composed of Andrew Rodych, Jocelyn Phu, Evan Legate, Crystal Manyfingers, and Sheeba Vijayan for the purposes of planning the March 12, 2022 Board Retreat.

Carried unanimously

6. Strategy and Community Committee Mandate Review

The Committee reviewed the mandate and agreed its broad scope allows flexibility as the Board's strategic priorities change over time. Administration confirmed that the mandate specifies a responsibility for annually reviewing the Library's Fees and Hours of Service because this is a requirement within the Board's own policies. This specific task was originally included in the mandate to ensure its place in the annual workplan.

The Committee agreed not to make any revisions to the mandate at this time.

7. 2022 Strategic Initiative Planning: Framework and Priorities

Mary Kapusta and Paul Lane presented an overview of the differing scopes of work and levels of responsibility for the Board, the Strategy and Community Committee, and Library Leadership as pertaining to the 2022 strategic planning process.

The presentation clarified the scope of the Board's involvement. The Board and Strategy and Community Committee must set priorities based on community need, organizational capacity, and resources. The Board and Committee set the structure of the plan, contribute insights through a confidential survey, ensure alignment with the City of Calgary's requirements, and approve the final document. The scope of their work will not include tactic development or system planning. Measurement will be considered in Q4 2022 when Risk Register and Strategic Scorecard changes will occur.

The Strategy and Community Committee is responsible for the process and relevancy of the strategic plan. The Committee oversees the development process, keeps the Board on track, and ensures that Library Leadership is supported in their work. The Committee provides the Board with the information they need to feel confident in the process and well-positioned to champion the final product when it is made public. The Committee will also identify and request information from Leadership as required to support the development of the plan and will organize the Board Retreat as one instrument to achieve the Library's objectives.

The Board's role is focused on vision and community impact. As primary contributors to the plan, Board members represent the community as they review information and develop a compelling vision for the next four years. The Board will use information provided by Leadership on current research, capacity, and resources to set priorities for the organization. When the final product is made public, Board members will be champions for the vision and promise of the strategic plan.

Library Leadership is responsible for operationalizing the plan and required reporting. Leadership is accountable to the Committee, the Board, the City, and other stakeholders in ensuring the strategic plan responds to community needs, builds on previous learnings, and is achievable within the organization's planned resources and capacity. Leadership will provide information to support the Board's ideation and approval processes.

The Board will receive a survey requesting initial feedback for the strategic planning process the week of February 14. The deadline to complete the survey will be March 1. On March 12, Service Design Leads Myke Atkinson and Kristen Duke will facilitate an ideation session intended to build consensus on the ideas shared in the survey. At the April meeting of the Strategy and Community Committee, Administration will provide an update on progress made to date. In May or June, a draft will be presented to the Committee to review and recommend to the Board for approval. After the Board approves the strategic plan, additional Library staff will be included in the process to begin ideating on execution going forward.

Task	Responsible	Deadline
Circulate the strategic planning survey to the Board.	Administration	February 14, 2022
Complete the strategic planning survey.	Board	March 1, 2022
Complete strategic planning ideation session at the Board Retreat.	Board, ELT	March 12, 2022
Provide a progress report to the Committee.	Administration	April 13, 2022
Present a draft strategic plan to the Committee for review and recommendation to the Board.	Administration	June 8, 2022

8. Workplan Review

The Committee reviewed the workplan. Administration advised that specific topics for reports sharing progress on the Strategic Plan's 2022 key focus areas will be proposed at the March 9, 2022 meeting.

9. Other Business

None.

10. Adjournment

MOVED by Sandy Gill that the meeting be adjourned at 6:45 pm.

Transcribed by Amanda Robertson

Crystal Manyfingers
Committee Chair

Unapproved Minutes
Strategy and Community Committee
Online via Microsoft Teams
Wednesday, March 9, 2022
5:30 pm

In Attendance:

Board

Crystal Manyfingers (Chair)
Evan Legate
Jocelyn Phu
Sheeba Vijayan

Administration

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

Regrets:

Sandy Gill

1. Meeting Opening

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

2. Review of Agenda

MOVED by Evan Legate that the agenda for March 9, 2022 be approved as presented.

Carried unanimously

3. Approval of Minutes

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

Carried unanimously

4. Business Arising

None.

5. Board Retreat Planning

Crystal Manyfingers provided an overview of the schedule and plans for the Board Retreat. Of note, the ad hoc Retreat Planning Committee decided to screen a short Land Acknowledgment

video created by Calgary Foundation and featuring several prominent local Elders, including some involved in the Library's Elder's Guidance Circle program.

Amanda Robertson advised that new Calgary Public Library email accounts have been created for each Board member to use for accessing meetings going forward. Additional instructions for accessing these new accounts were circulated separately and support will continue to be made available from the Library IT department until all Board members have successfully connected.

6. Hours of Service and Fees Review

Shannon Slater presented highlights from the Annual Hours of Service and Fees report as required by Board policy.

2021 began with locations offering only curbside services due to public health restrictions. There was a brief re-opening in March 2021 before restrictions were put back in place, but all locations were re-opened for in-location services by mid-June. Despite some periods of reduced curbside service, the Library provided approximately 93% of its planned hours of service in 2021.

2022 began with most locations operating at regular hours for in-location services, though some smaller locations had to temporarily reduce hours due to staffing shortages caused by a rise in cases of COVID-19. As of March 2022, the Government of Alberta has lifted almost all public health restrictions. Because of this, the Library is expected to be able to deliver 100% of its planned service hours and may allow opportunities to extend service hours.

Regular hours of operation are the focus of the report, but the Library has been extending additional services, such as: Library Hotline; enhanced 24-hour access to the Library's website and electronic resources; outreach programming and deposit collections in long term care residences, schools, and day homes; and continuous development of online programming, including access through the expanded Library YouTube channel.

Library Administration is not recommending any changes to the Fines and Fees schedule at this time. As public health measures continue to ease, Administration will conduct an environmental scan to help determine appropriate fees and review Comprehensive Research Fees post pandemic. The Committee will be updated on any changes and recommendations coming out of this process as necessary.

MOVED by Evan Legate that the Strategy and Community Committee receive the Hours of Service and Fees Review Report for information as presented.

Carried unanimously

7. Workplan Review

Mary Kapusta reviewed the proposed topics for Spotlight Reports to be presented to the Committee in 2022: Reactivating Locations in April; School-age Supports and Summer

Programming in May; Indigenous Services in June; and System Growth and Facility Planning in September. These four topics will highlight the work being done in 2022 in support of the 2019-2022 Strategic Plan. The Committee agreed to the proposed presentation topics.

No other changes were proposed for the workplan at this time.

8. Other Business

None.

9. Adjournment

MOVED by Jocelyn Phu that the meeting be adjourned at 6:13 pm.

Transcribed by Amanda Robertson

Crystal Manyfingers
Committee Chair

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, March 22, 2022
5:30 pm

In Attendance:

Board

Haritha Devulapally (*Chair*)
Evan Legate
Andrew Rodych

Administration

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

Regrets

Sandy Gill
Sheeba Vijayan

Guests

Ivana Cvitanusic, *Deloitte*
Daksha Mulay, *Deloitte*

1. Treaty 7 Opening

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

2. Review of Agenda

MOVED by Evan Legate that the March 22, 2022 Audit and Finance Committee meeting agenda be approved as circulated.

Carried unanimously

3. Approval of Minutes

MOVED by Haritha Devulapally that the minutes of the January 18, 2022 meeting be approved as circulated.

Carried unanimously

4. Business Arising

A. Risk Metric Review

Haritha Devulapally advised the Committee that the risk metric review previously scheduled for the March meeting will be deferred to the April 26, 2022 meeting.

B. Audit and Finance Committee Chair

Haritha Devulapally advised that she has been granted a leave of absence from the Board effective April 15, 2022. Evan Legate has agreed to join the Audit and Finance Committee and to serve as Committee Chair when the current Committee Chair begins the planned leave of absence.

5. Controller's Report for the Year Ended December 31, 2021

Chae Jun presented highlights from the Controller's report for the year ended December 31, 2021. At year end, the Library's cash position was \$10.4 million, a \$1.2 million increase from year end 2020 due in part to deferred programming expenses during the global pandemic. Net revenue decreased by \$102,000, attributable to a loss of rental revenue.

In 2021, expenses decreased by \$3.8 million, which was primarily due to the \$2.6 million decrease in salaries and benefits caused by higher vacancies and reduced on-call staffing. General operating expenses as well as building and equipment expenses also decreased significantly in 2021 due to the impacts of the pandemic, the global supply chain disruption, and projects being deferred to 2022. \$1.1 million of these funds were reallocated to the Library's collections to meet the increased demand for e-resources and juvenile materials.

There were no significant increases or decreases in the lifecycle cash position, though some projects were deferred to 2022 due to the global supply chain disruption.

2021 ended with \$6.3 million in net financial assets, a \$1.3 million increase from 2020.

The net tangible capital assets (TCA), consisting of the Library's books, buildings, IT, and vehicles, decreased in 2021 due to higher amortization (\$6.2 million) than the new additions (\$4 million). Accumulated surplus decreased from \$55.2 million to \$51.9 million due to this decrease in TCA.

The report also highlighted the Operating Reserve Fund at year end, which remained unchanged from its establishment in Q1 2021.

MOVED by Evan Legate that the Controller's Report for the Year Ended December 31, 2021 be recommended as presented to the Calgary Public Library Board to receive for information.

Carried unanimously

6. Audited Financial Statements and Auditor's Report for the Year Ended December 31, 2021

Deloitte representatives Ivana Cvitanusic and Daksha Mulay joined the meeting at 6:00 pm to present the auditor's findings for the year ended December 31, 2021. The most significant risk of fraud stems from Management override of controls, which requires a high level of Management judgment. Deloitte advised that this is no more a risk at the Library than it is at any other entity. Deloitte advised that the auditor had identified no significant misstatements, control deficiencies, or disclosure deficiencies relative to materiality.

MOVED by Andrew Rodych that the Audited Financial Statements and Auditor's Report for the Year Ended December 31, 2021 be recommended to the Calgary Public Library Board as presented.

Carried unanimously

7. In Camera

MOVED by Haritha Devulapally that the Audit and Finance Committee move in camera.

Carried unanimously

At 6:15 pm, all Calgary Public Library staff members signed off from the call. All Board members and Deloitte representatives in attendance remained for an in camera discussion.

MOVED by Andrew Rodych that the Audit and Finance Committee rise without reporting.

Carried unanimously

8. Adjournment

MOVED by Andrew Rodych that the meeting be adjourned at 6:30 pm.

Transcribed by Amanda Robertson

Haritha Devulapally
Committee Chair

Report to the
Calgary Public Library Board
Audit & Finance Committee
March 22, 2022

Controller's Report for the Year Ended December 31, 2021

The management financial reports of The Calgary Public Library for the year ended December 31, 2021, are appended to this report for information. The reports have been prepared using the full accrual basis of accounting, which recognizes the financial effect of events that impact an entity in the accounting period, regardless of whether cash was received or spent.

Please note that amounts are subject to change based on year-end adjustments and the auditor's interpretation of how the Library has applied the accounting standard changes.

A. Executive Summary

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

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

The Library ended the year with an excess of revenue over expenses of \$1.7M before amortization and government transfers for capital. Further explanations of the variances under revenue and expenses are summarized in sections C and D and in the Management Report – Operating Activities.

B. Management Report - Statement of Financial Position

The Library ended the year with a strong cash balance and favourable net financial assets.

Accounts receivable is made up of the recovery of capital funding from the City's Life Cycle account, GST and deposits. Accounts payable and accrued liabilities relate to Salaries and Benefits accruals at year-end and amounts owing to vendors. Deferred revenues include the money received from the Foundation for various restricted grant programs.

C. Revenues

Revenues were \$0.1M unfavorable at year-end.

Line 5 – City of Calgary - \$22,182F at December 31, 2021 and \$11,074F at September 30, 2021

The favorable variance is due to City insurance proceeds.

Line 14 – Rent - \$101,930U at December 31, 2021 and \$75,665U at September 30, 2021

The unfavorable variance is due to closure of the Lukes Café during pandemic.

Line 19 – Interest and other revenues - \$129,524F at December 31, 2021 and \$105,698F at September 30, 2021

The favorable variance is mainly due to the Genesis Centre share of reserve funds and cost recovery of the internship program.

Line 22 – Grants and sponsorships - \$152,235U at December 31, 2021 and \$11,604U at September 30, 2021

The unfavorable variance is primarily due to The Foundation provided grant to the Library deferred to 2022. The unrecognized grant revenues and matching expenses relating to the restricted funding are reflected in the 2022 operating budget.

D. Expenses

Total expenses were \$3.8M favorable for the year-end.

Line 29 – Salaries and employee benefits - \$2,578,301F at December 31, 2021 and \$2,186,003F at September 30, 2021

The favorable variance is primarily due to higher vacant positions and reduced on-call staffing during the year.

Line 32 – Collections - \$1,141,625U at December 31, 2021 and \$403,353U at September 30, 2021

The unfavorable variance is due to funds reallocation for Collections materials in response to the pandemic impact on the Library's operation.

Line 48 – General operating - \$1,390,507F at December 31, 2021 and \$1,631,007F at September 30, 2021

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

Line 54 – Building and equipment - \$865,368F at December 31, 2021 and \$625,555F at September 30, 2021

The favorable variance is mainly due to decrease in demand maintenance during pandemic.

Line 74– Occupancy Costs - \$73,419F at December 31, 2021 and \$66,360F at September 30, 2021

Reduced common area costs.

Line 75- Amortization - \$46,299F at December 31, 2021 and \$75,464F at September 30, 2021

Due to decrease in TCA additions.

E. RECOMMENDATION

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial reports for the period ended December 31, 2021.

Prepared by Chae Jun CPA, CGA, MBA

Controller

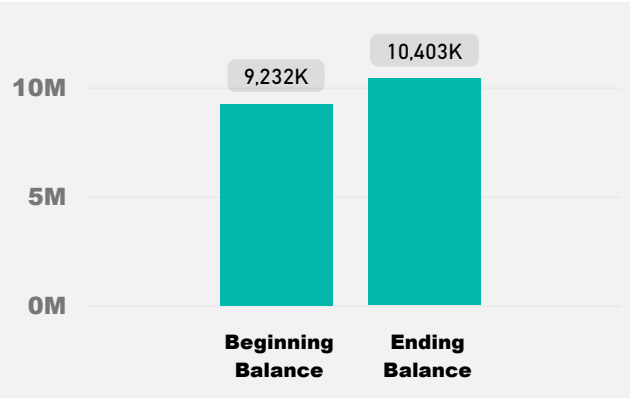
Commentary

- City funding received for 2021 as budgeted.
- Provincial grant remains stable for 2021.
- Foregone rent due to the pandemic is \$102K.
- Interest & Other increased mainly due to the Genesis Centre share of reserve funds and hosting of internship program.
- Restricted Grant decreased due to deferrals.

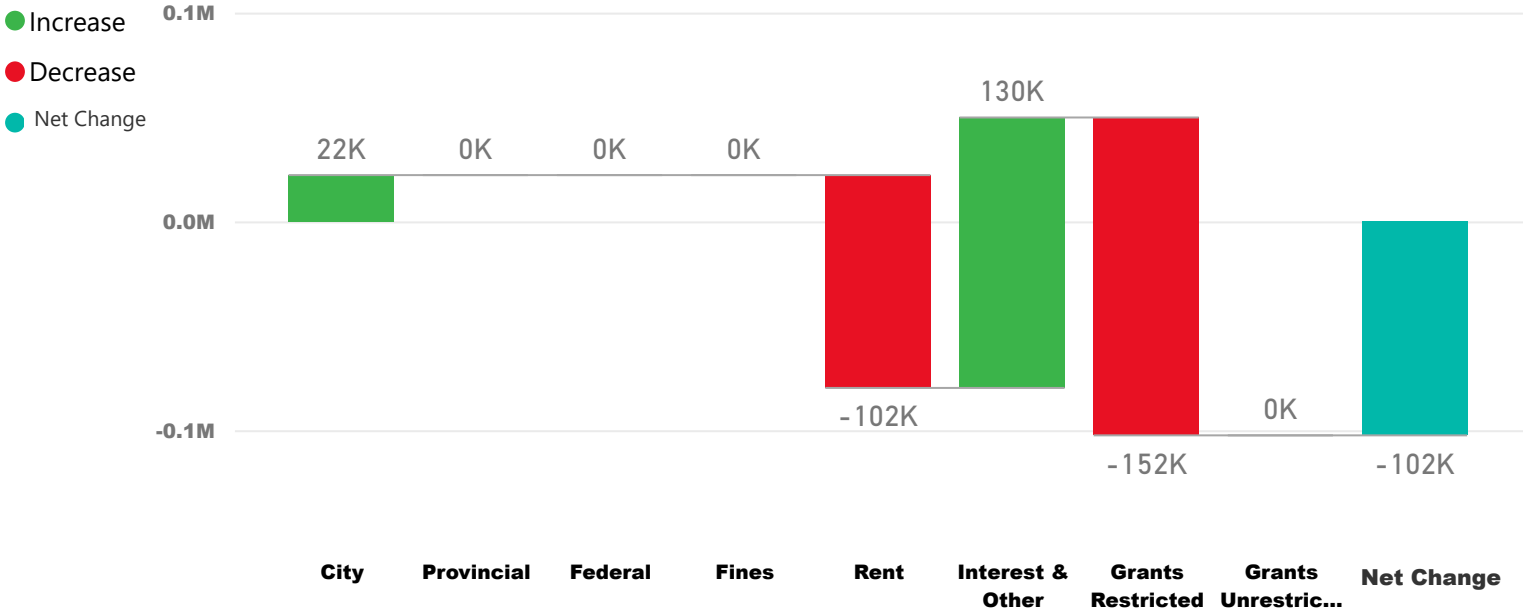
Actions

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

2021 Cash Position



Revenue Variance, Projected Actual vs. Board-Approved Budget



Board-Approved Budget Revenues

63,152K

Revenues, Projected Actual

63,050K

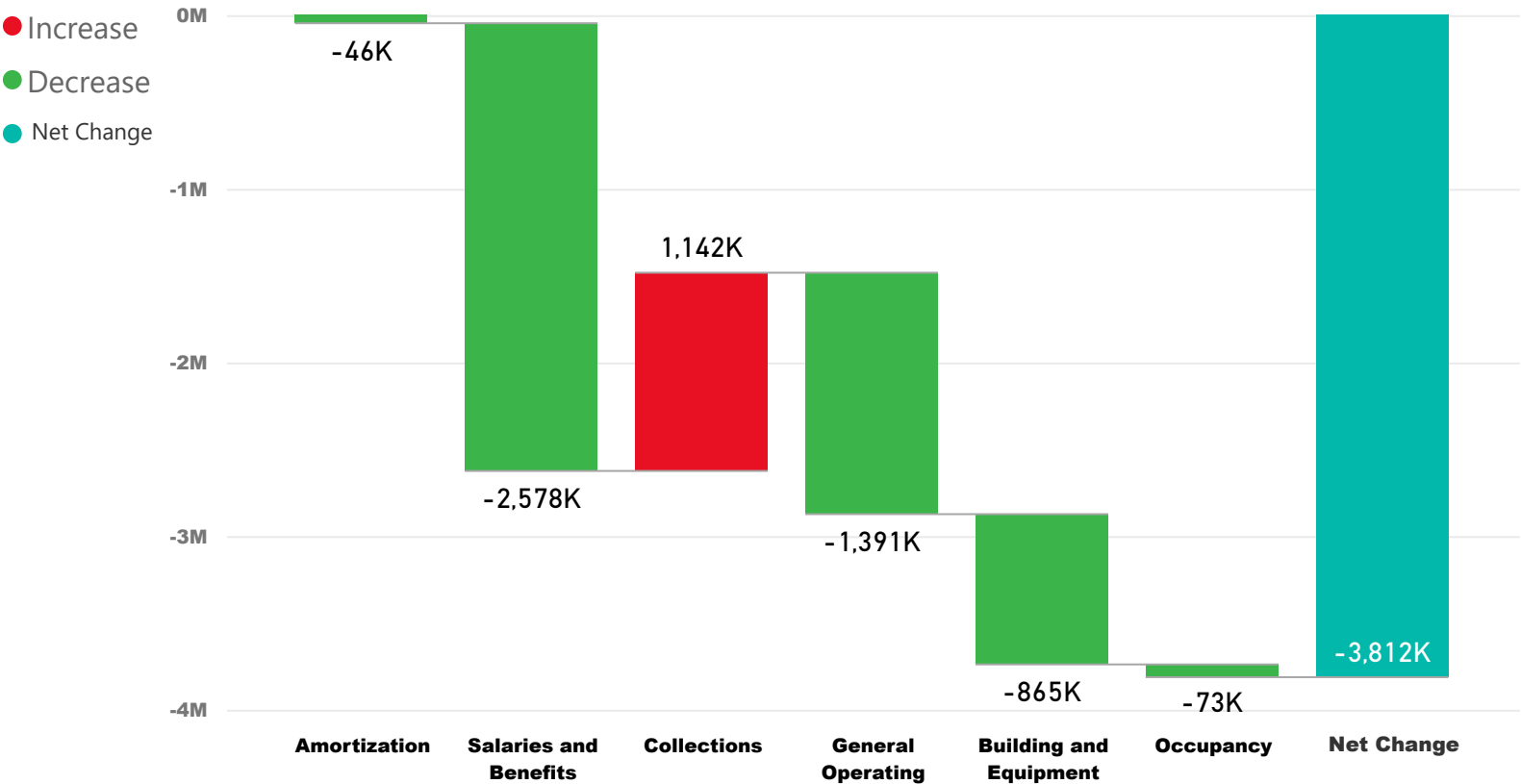
Commentary

- Total decrease of expenses: \$3.8M.
- Total lifecycle funded expenses: \$372K.

Actions

- The \$2.6M decrease in Salaries and Benefits is due to higher vacancy and reduced on-call staffing during the year.
- Collections expense increased by \$1.1M in e-resources and juvenile materials.
- The \$1.4M decrease in General Operating expenses is mainly due to pandemic impact, supply chain disruption and project deferrals.
- Building & Equipment spending is less than budgeted due to decrease in demand maintenance during the pandemic.

Expense Variance, Projected Actual vs. Board-Approved Budget



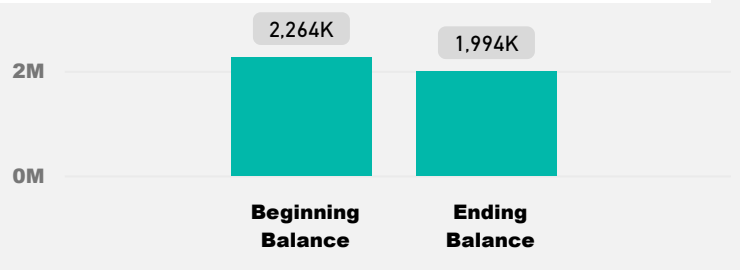
Board-Approved Budget Expenses
69,866K

Expenses, Projected Actual
66,053K

Lifecycle Funding Commentary.

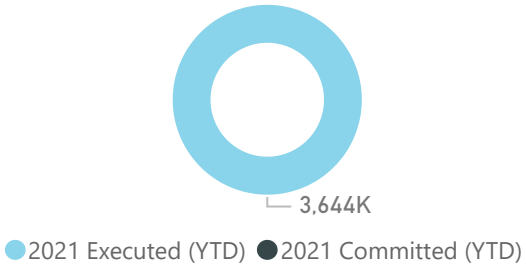
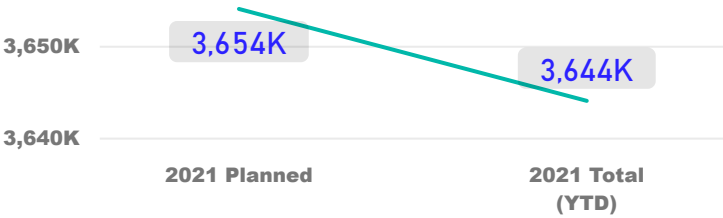
- Decrease of lifecycle cash position as of December 31, 2021 is due to Accounts Receivable from The City.
- Carry forward funds include \$1.4M of The City lifecycle funding and \$0.5M asset management funds from PYs.
- Current year funds include \$0.8M of The City lifecycle funding, \$0.2M asset management from the operating funds, and \$75K from the Genesis Centre capital reserve.

2021 Lifecycle Cash Position

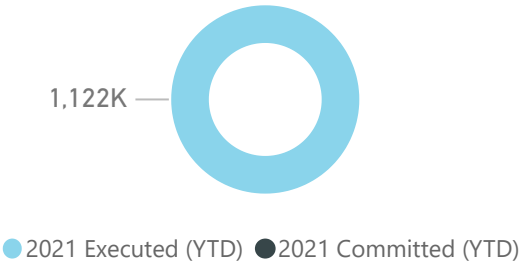


Funding Source

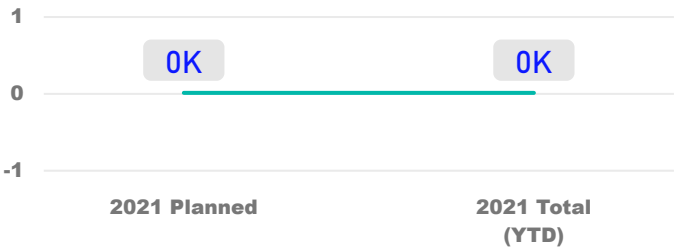
Carry Forward



Current Year Funds



Growth Projects Funds



Lifecycle Spending Commentary

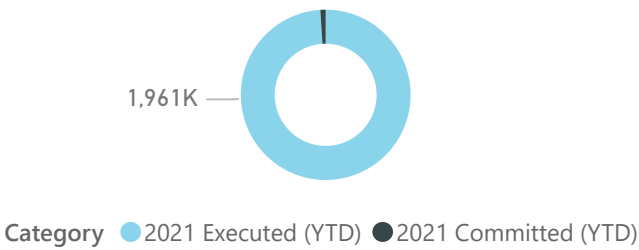
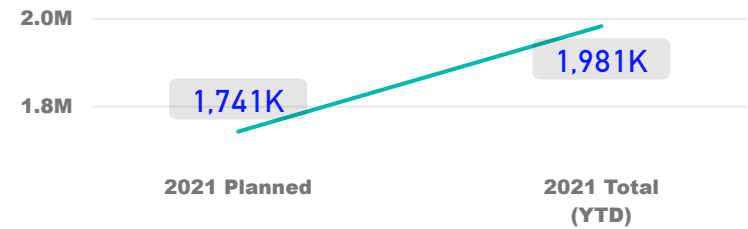
- Carry forward projects include: Memorial Park washroom & main floor, Giuffre upgrade, Country Hills lighting, Signal Hill BOH, Seton theatre, IT equipment, 50% of Automated Material Handling machine for Signal Hill & demand maintenance projects.

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

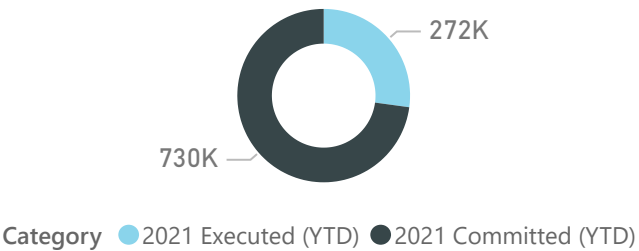
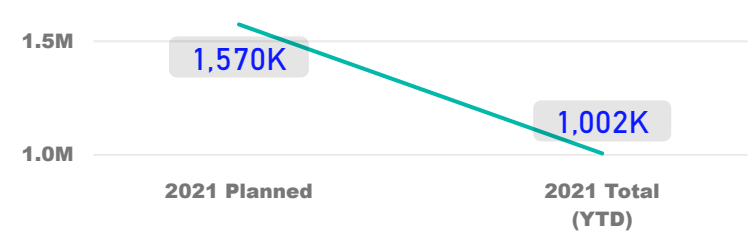
- Vehicle additions include two delivery vans.

Spending Profile -1-

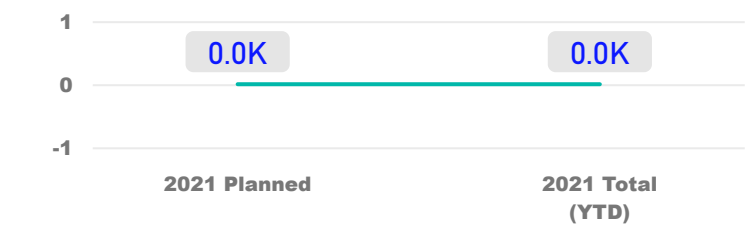
Carry Forward Projects



Building

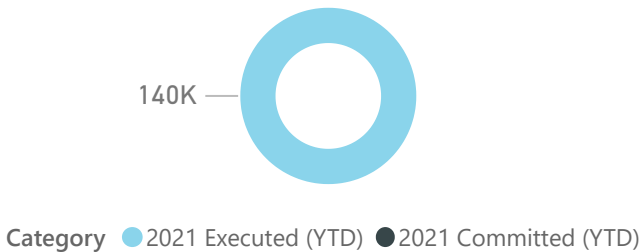
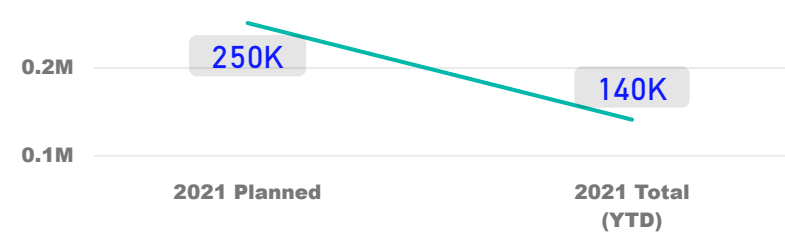


Furniture



Category 2021 Executed (YTD) 2021 Committed (YTD)

Vehicles

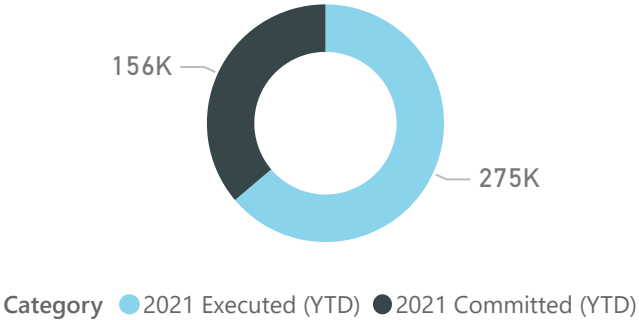
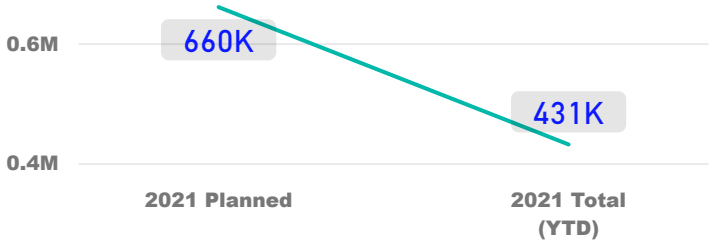


Commentary:

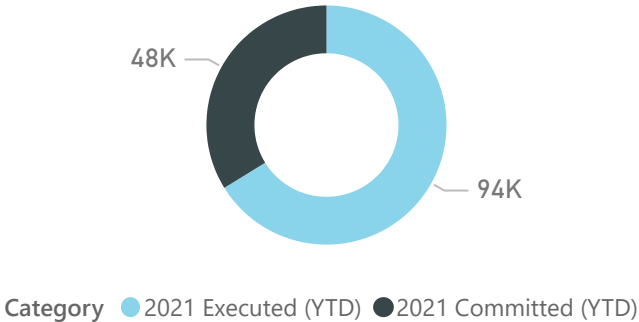
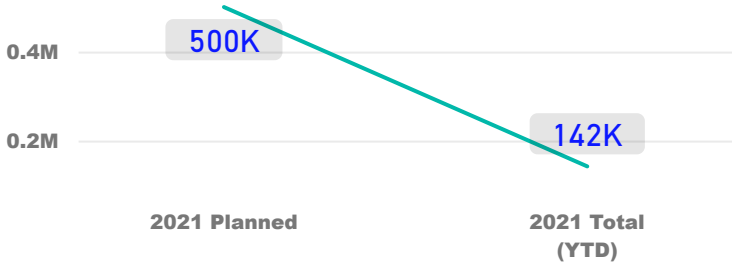
- IT projects include: Automated Material Handling machine for Signal Hill and Network/End-User Equipment.
- Decrease in Demand Maintenance spending during the pandemic and \$0.2M was reallocated to the Saddletowne reno project.

Spending Profile -2-

Technology



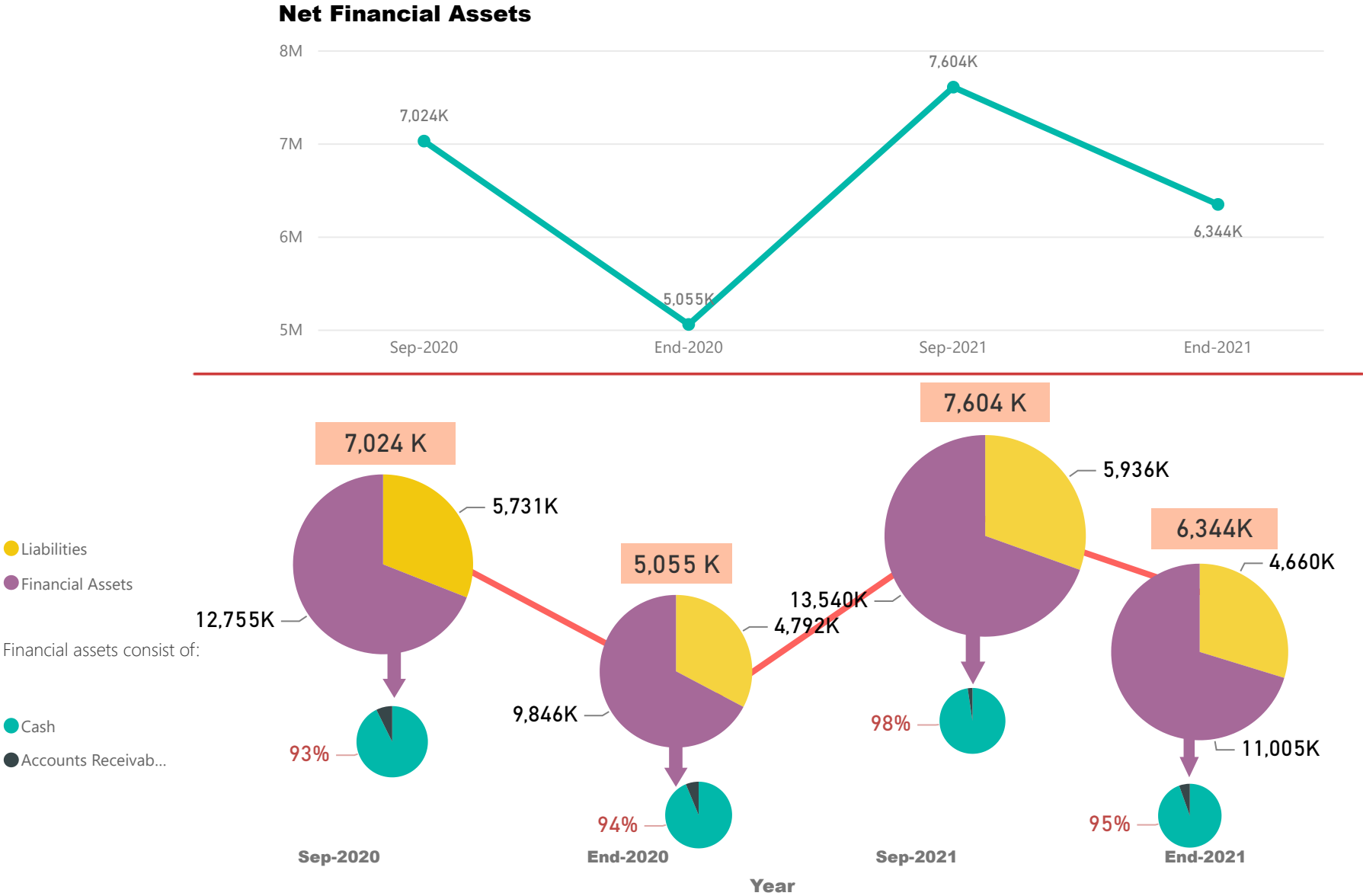
Demand Maintenance



Commentary

- 2021 year-end Net Financial Assets is \$6.3M, a \$1.3M increase from 2020.

Statement of Financial Position, as at Dec 31, 2021



Commentary

- Tangible Capital Assets decreased due to higher amortization (\$6.2M) than the new additions (\$4M).

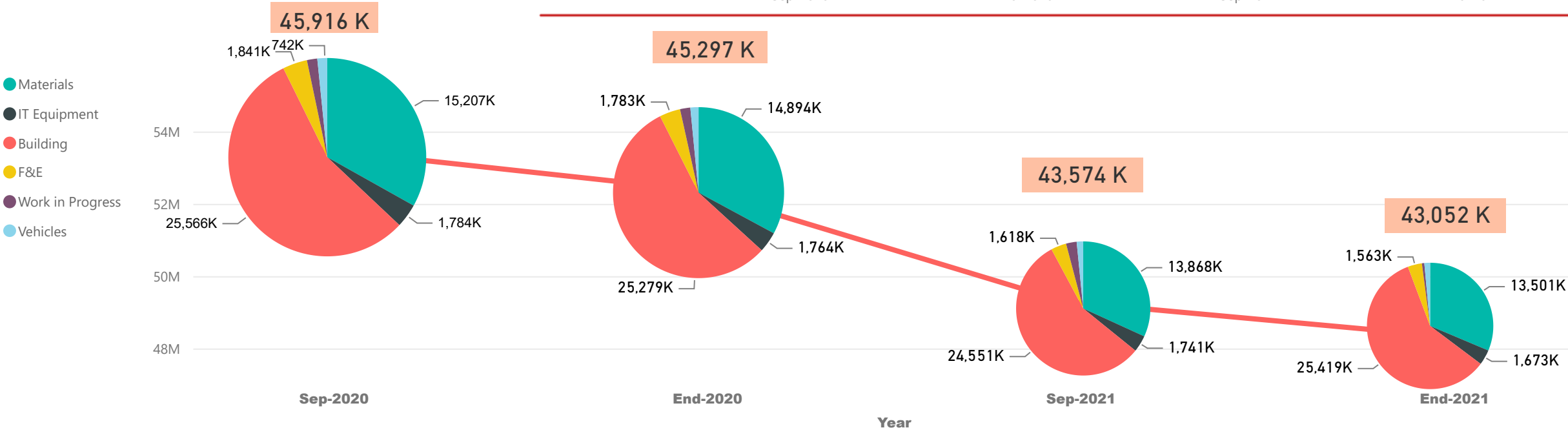
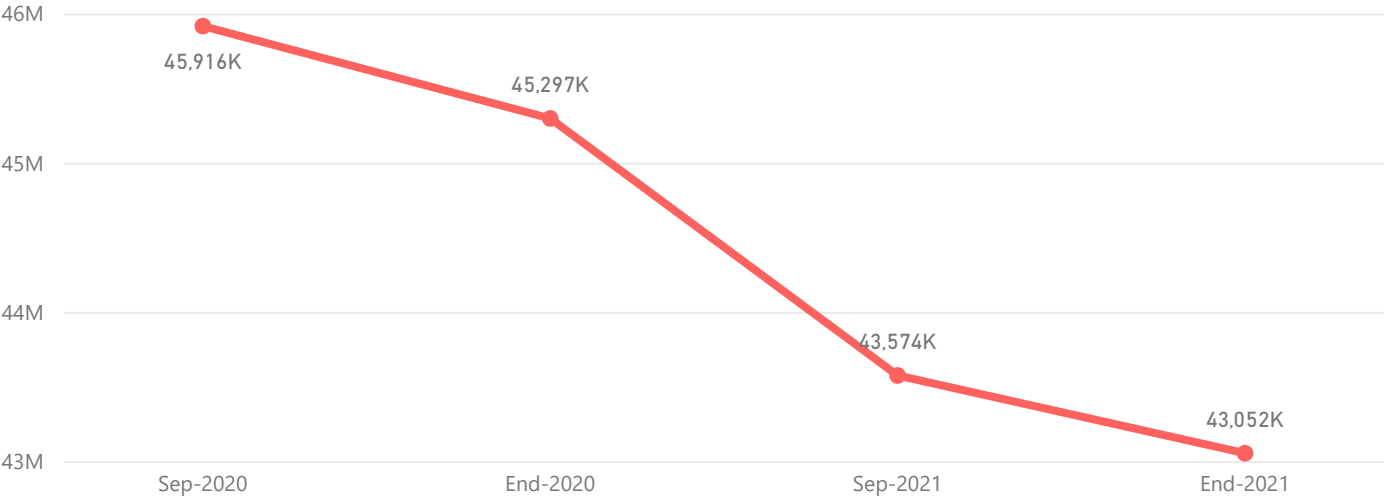
Actions

2021 additions:

- Books: \$1,714K
- Buildings: \$1,784K
- IT: \$365K
- Vehicles: \$140 K

Statement of Financial Position, as at Dec 31, 2021

Tangible Capital Assets

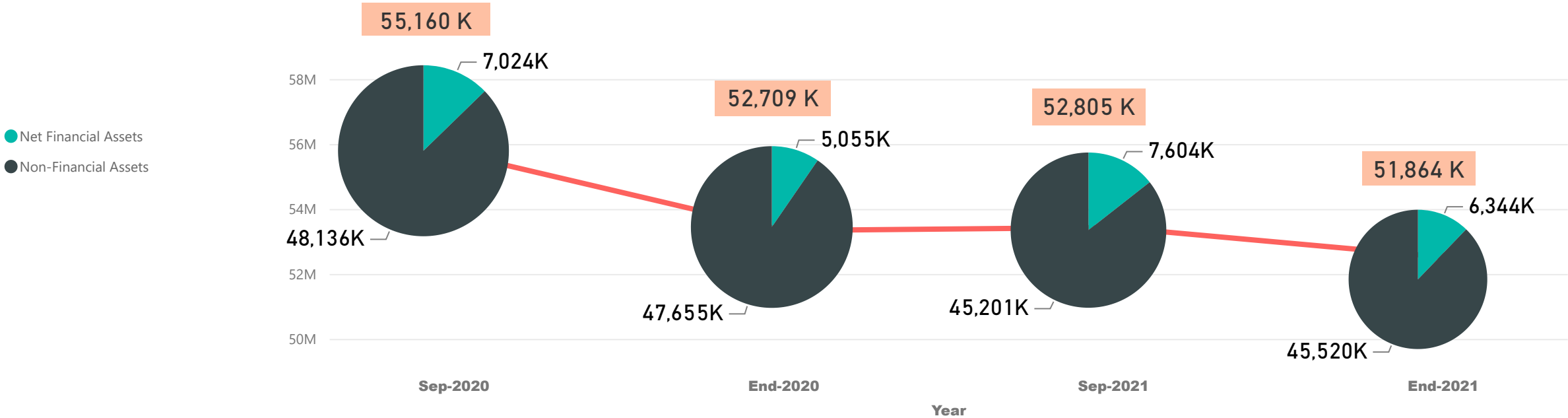
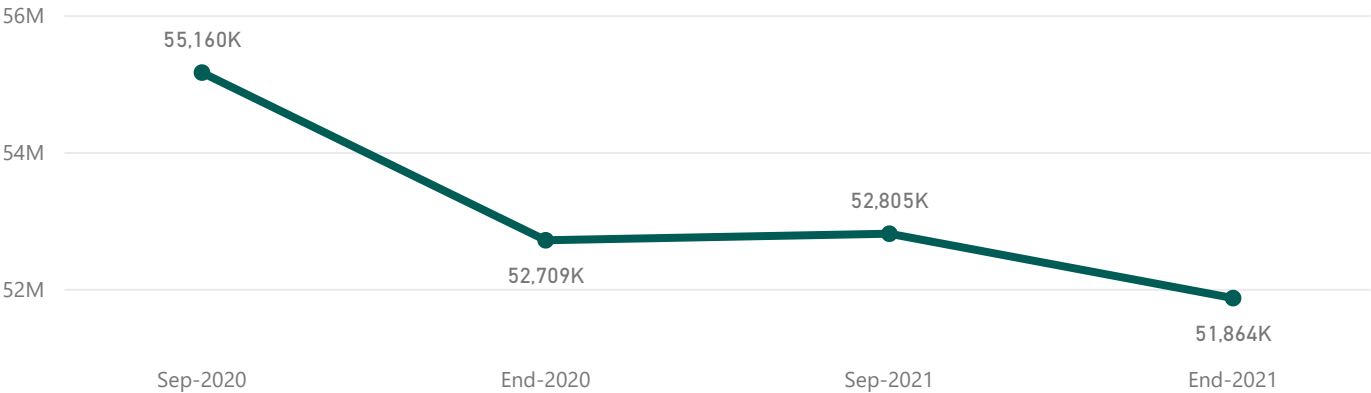


Commentary

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

Statement of Financial Position, as at Dec 31, 2021

Accumulated Surplus



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

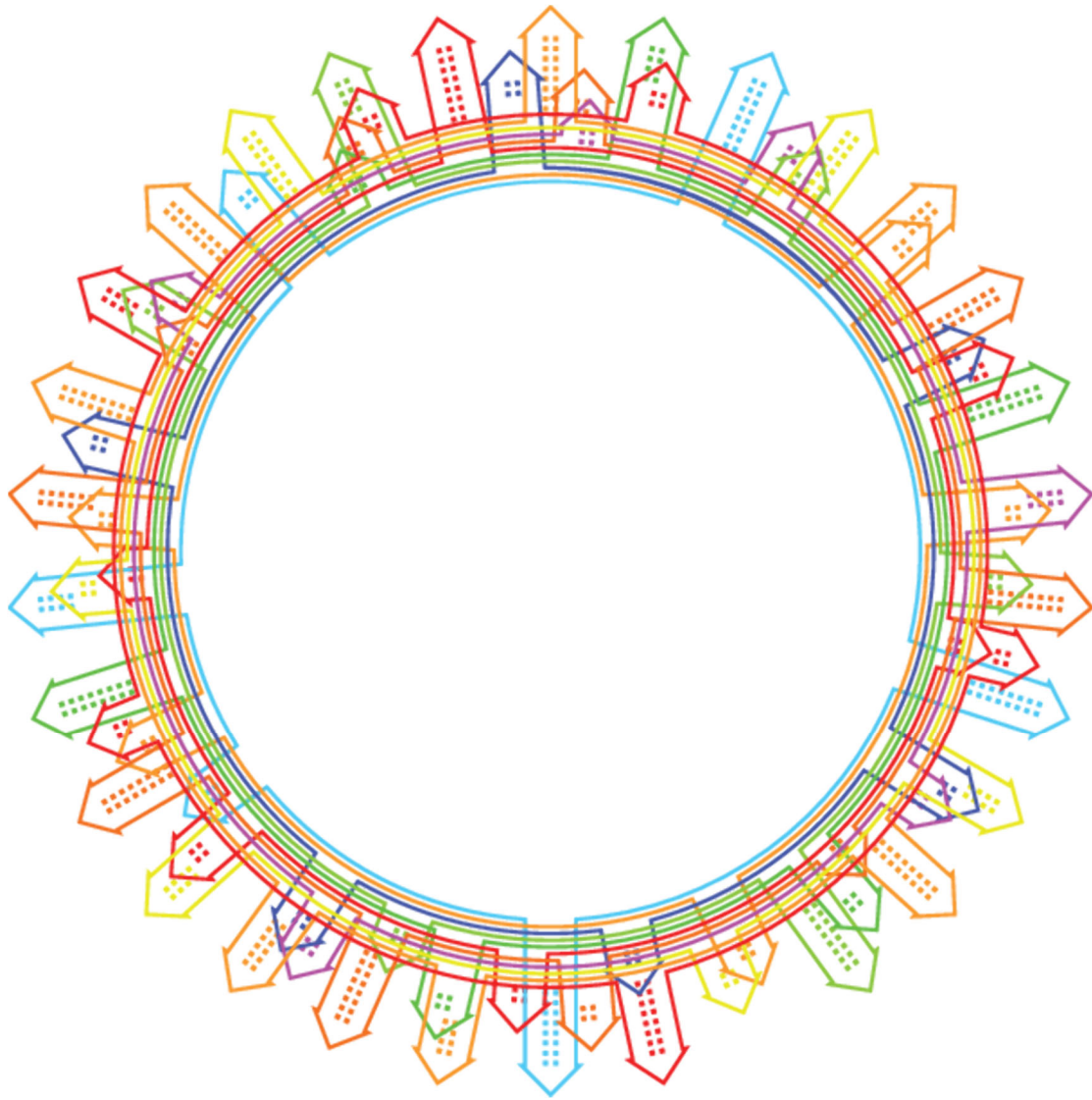
	31-Dec-21	31-Dec-20
FINANCIAL ASSETS		
Cash	10,403,409	9,232,405
Accounts receivable	601,120	613,925
	11,004,529	9,846,330
LIABILITIES		
Accounts payable and accrued liabilities	4,280,249	4,272,182
Deferred revenues	380,130	519,570
	4,660,379	4,791,752
NET FINANCIAL ASSETS	6,344,150	5,054,578
NON-FINANANCIAL ASSETS		
Tangible capital assets	43,052,485	45,296,570
Inventory	53,645	58,664
Prepaid assets	2,414,020	2,299,666
	45,520,150	47,654,900
ACCUMULATED SURPLUS	51,864,300	52,709,478

THE CALGARY PUBLIC LIBRARY BOARD
Management Report - Operating Activities
For the Period Ended December 31, 2021

	2021 Projected Actual \$	Budget YTD \$	Budget Variance YTD \$	Total BUDGET \$	Total Forecast \$	Forecast Increase/ (Decrease) vs Total Budget \$	Total Forecasted vs Current YTD \$	Forecast Comments (Favorable: F / Unfavorable: U)
REVENUES								
5 City of Calgary	53,649,902	53,627,720	22,182	53,627,720	53,649,902	22,182	-	F - City insurance proceeds.
9 Province of Alberta	6,864,917	6,864,917	-	6,864,917	6,864,917	-	-	Provincial grant remains stable for 2021.
14 Rent revenue	103,350	205,280	(101,930)	205,280	103,350	(101,930)	-	U - Decreased rent revenue due to pandemic impact.
19 Interest and other revenue	886,310	756,786	129,524	756,786	821,569	64,783	64,741	F - Increase due to Genesis Centre share of reserve funds, South Fish Creek Complex share of surplus and invoicing for BIPOC internship program, net of reduced printing revenue collected during library closure and decreased interest income.
22 Grants and sponsorships - restricted	1,545,048	1,697,282	(152,235)	1,697,282	1,620,107	(77,175)	(75,059)	U - Restricted grant deferrals.
23 Total revenues	63,049,527	63,151,985	(102,458)	63,151,985	63,059,845	(92,140)	(10,318)	U
EXPENSES								
29 Salaries and employee benefits	37,325,990	39,904,290	2,578,301	39,904,290	37,146,078	(2,758,212)	(179,911)	F - Favorable due to higher vacancy and reduced on-call staffing during the year.
32 Collections	7,453,944	6,312,319	(1,141,625)	6,312,319	7,446,687	1,134,368	(7,257)	U - Due to funds reallocation for Collections spending in response to the pandemic impact on the Library's operation.
48 General operating	8,331,575	9,722,082	1,390,507	9,722,082	8,880,706	(841,376)	549,131	F - General Operating decreased spending due to pandemic impact, project deferrals and supply chain disruption.
54 Building and equipment	4,998,494	5,863,862	865,368	5,863,862	5,273,911	(589,951)	275,417	F - Building & Equipment spending is less than budgeted due to decrease in demand maintenance during the pandemic.
74 Occupancy Costs	1,703,768	1,777,187	73,419	1,777,187	1,717,187	(60,000)	13,419	F - Reduced common area costs.
75 Amortization	6,239,629	6,285,928	46,299	6,285,928	6,186,334	(99,594)	(53,295)	F - Due to decrease in TCA additions.
76 Total expenses	66,053,400	69,865,668	3,812,268	69,865,668	66,650,903	(3,214,764)	597,503	F
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:								
	(3,003,873)	(6,713,683)	3,709,810	(6,713,683)	(3,591,058)	3,122,624	(587,185)	
Transfer between lifecycle and operating	372,088	1,491,000	(1,118,912)	1,491,000	841,049	(649,951)	468,961	U - Due to decrease in demand maintenance spending during the pandemic.
Transfer from prior year surplus	-	802,682	(802,682)	802,682	-	(802,682)	-	
Unrestricted reserve from prior years	2,149,282	1,346,600	802,682	1,346,600	2,149,282	802,682	-	
Operating reserve	3,000,000	3,000,000	-	3,000,000	3,000,000	-	-	
Transfer to asset management life cycle	(225,000)	(225,000)	-	(225,000)	(225,000)	-	-	
Transfer to books capital	(1,713,862)	(1,640,927)	(72,935)	(1,640,927)	(1,715,616)	(74,689)	(1,754)	
Add back amortization	6,239,629	6,285,928	(46,299)	6,285,928	6,186,334	(99,594)	(53,295)	
EXCESS BEFORE RESERVES, AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	6,818,264	4,346,600	2,471,665	4,346,600	6,644,991	2,298,390	173,273	
Less unrestricted reserve from prior years	(2,149,282)	(1,346,600)	(802,682)	(1,346,600)	(1,346,600)			
Less operating reserve	(3,000,000)	(3,000,000)	-	(3,000,000)	(3,000,000)			
EXCESS (DEFICIENCY) BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL	1,668,982	0	1,668,983	0	2,298,391	2,298,390	173,273	
Government transfers for capital	2,165,988	4,249,000	(2,083,012)	4,249,000	2,400,000	(1,849,000)	234,012	U - Due to lower lifecycle spending than planned. Shawnessy and Saddletowne projects were carried over to 2022.
Amortization	(6,239,629)	(6,285,928)	46,299	(6,285,928)	(6,186,334)	99,594	53,295	
Purchase of books capital	1,713,862	1,640,927	72,935	1,640,927	1,715,616	74,689	1,754	
Add back transfer to asset management life cycle	225,000	225,000	-	225,000	225,000	-	-	
Transfer between lifecycle and operating	(372,088)	(1,491,000)	1,118,912	(1,491,000)	(841,049)	649,951	(468,961)	
Less transfer from prior year surplus	-	(802,682)	802,682	(802,682)	(802,682)	0	(802,682)	
Write off of tangible capital assets	(7,293)	-	-	-	(7,293)	(7,293)	-	
Change in Accumulated Surplus	(845,178)	(2,464,683)	1,626,799	(2,464,683)	(1,198,351)	1,266,332	(809,308)	
Accumulated Surplus, beginning of year	52,709,478	52,597,810	111,668	52,597,810	52,709,478	111,668		
Accumulated Surplus, end of year	51,864,300	50,133,127	1,738,467	50,133,127	51,511,127	1,378,000		

Lifecycle Funding and Spending Profile	Projects	Description	2021 Planned	2021 Executed	2021 Committed	2021 Total
Funding Source			('000)			
		Carry Forward Funds	3,654	3,644	-	3,644
		Current Year Funds	3,094	1,122	-	1,122
Total Funding Available			6,748	4,766	-	4,766
Spending Profile						
	Carry Forward Projects	2020 Carry Forward Projects	1,741	1,961	20	1,981
	New Projects	Building - Lifecycle	770	272	730	1,002
		Demand Maintenance	500	94	48	142
		Vehicles - Lifecycle	250	140	-	140
		Technology	660	275	156	431
		Asset Management	600	-	-	-
Total Spending Profile			4,521	2,742	954	3,696
Net			2,227	2,024	-	1,303
		Contingency	200	-	-	-
Total Funds Available			2,027	2,024	-	1,303

Operating Reserve Fund	Projects	Description	2021 Planned	2021 Executed	2021 Committed	2021 Total
Funding Source			('000)			
		Carry Forward Funds	3,000	3,000	-	3,000
		Current Year Funds	-	-	-	-
Total Funds Available			3,000	3,000	-	3,000
Spending Profile						
	Carry Forward Projects	2020 Carry Forward Projects	-	-	-	-
	New Projects	2021 Projects	-	-	-	-
Total Spending Profile			-	-	-	-
Total Funds Available			3,000	3,000	-	3,000



Calgary Public Library Board Report to the Audit and Finance Committee on the 2021 audit

March 22, 2022

March 15, 2022

The Audit and Finance Committee of Calgary Public Library Board

Report on audited annual financial statements

Dear Audit and Finance Committee members:

We are pleased to submit this report on the status of our audit of Calgary Public Library Board (the "Library") for the 2021 fiscal year. This report summarizes the scope of our audit, our findings to date and reviews certain other matters that we believe to be of interest to you. We are continuing to work with management to complete the outstanding matters summarized on page 1 of this report.

As agreed in our master services agreement ("MSA") dated October 16, 2018, and any previous confirmation letters issued pursuant to the MSA and all as may be updated or amended from time to time, we have performed an audit of the financial statements of Calgary Public Library Board as of and for the year ended December 31, 2021, in accordance with Canadian generally accepted auditing standards ("Canadian GAAS") and expect to issue our audit report thereon dated March 29, 2022.

Our audit has been conducted in accordance with the audit plan that was presented to the Audit and Finance Committee at the meeting on October 19, 2021.

This report is intended solely for the information and use of the Audit and Finance Committee, management and others within the Library and is not intended to be, and should not be, used by anyone other than these specified parties.

We, at Deloitte, work as one team to provide you with relevant business insights to assist you improving your current practices.

We look forward to discussing this report summarizing the outcome of our audit with you and answering any questions you may have.

Yours truly,



Chartered Professional Accountants

Table of contents

Executive summary	1
Significant audit risks	3
Significant accounting policies, judgements and estimates	4
Appendix 1 – Communication requirements and other reportable matters	5
Appendix 2 – Draft version of our auditor’s report	8
Appendix 3 – Draft independence	10
Appendix 4 – Draft management representation letter	12

Executive summary

Audit scope and terms of engagement

We have been asked to perform an audit of the Library’s financial statements (the “financial statements”) in accordance with Canadian public sector accounting standards (“PSAS”) as at and for the year ended December 31, 2021. Our audit was conducted in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”).

The terms and conditions of our engagement are described in the MSA. We have developed appropriate safeguards and procedures to eliminate threats to our independence or to reduce them to an acceptable level.

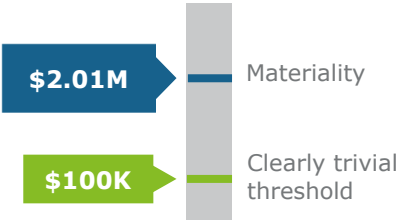
Significant risks

- 1 Management override of controls
- Continued from prior year

Status



Materiality



Materiality levels are determined on the basis of revenue. Our materiality for the year ended December 31, 2021 was \$2,015,000 (2020, \$1,920,000).

Outstanding Matters & Next Steps

Receipt of signed management representation letter	Receipt of subsequent events update
Completion of minor documentation items	Receipt of legal letters

**Audit fees**

Audit fees	2021	2020
Audit	\$40,900	\$40,500
Total fees	\$40,900	\$40,500

**Going Concern**

Management has completed its assessment of the ability of the Library to continue as a going concern and in making its assessment did not identify any material uncertainties related to events or conditions that may cast significant doubt upon the Library's ability to continue as a going concern. We believe this disclosure is adequate.

**Results**

No restrictions have been placed on the scope of our audit. We intend to issue an unmodified audit report on the financial statements of the Library for the year ended December 31, 2021 once the outstanding items referred to above are completed satisfactorily and the financial statements are approved by the Calgary Public Library Board.

Significant audit risks

The significant audit risks identified as part of our risk assessment, together with our planned responses and conclusions, are described below.

Significant risk dashboard

Legend



Significant level of management judgment involved



Minimal/No management judgment involved

D+I: Planned testing of the design and implementation of key controls

OE: Planned testing of the operating effectiveness of key controls

Significant risks

Management override of controls

Fraud Risk	Control Testing Planned	Level of management judgement	Specialist, Expert or Innovation Involvement
YES	D+I		Not applicable

Analysis of risk	Audit response and results
<ul style="list-style-type: none"> Under Canadian Auditing Standards, it is the responsibility of management, with the oversight of those charged with governance to place a strong emphasis on fraud prevention and detection. Oversight by those charged with governance includes considering the potential for override of controls or other inappropriate influence over the financial reporting process. Management override of controls is present in all entities. It is a risk of material misstatement resulting from fraud and therefore is considered as a significant risk. 	<ul style="list-style-type: none"> We discussed fraud with management. We asked the Audit and Finance Committee for their views about the risk of fraud, whether they know of any actual or suspected fraud affecting the Library and their role in the oversight of management's antifraud programs. We tested a sample of journal entries made throughout the period, and adjustments made at the end of the reporting period. We determined whether the judgements and decisions related to management estimates indicate a possible bias, which included performing retrospective analysis of significant accounting estimates. We obtained sufficient audit evidence to conclude that there were no material misstatements.

Significant accounting policies, judgements and estimates

The accounting policies described below are those that are most important and representative of the Library's financial condition and financial performance.

In the course of our audit of the financial statements, we considered the qualitative aspects of the financial reporting process, including items that have a significant impact on the relevance, reliability, comparability and understandability of the information included in the financial statements.

We believe the Library's significant accounting policies to be:

- The estimates of useful lives and potential impairment of tangible capital assets
- Accrued liabilities

In our judgment, the significant accounting practices and policies, selected and applied by management are, in all material respects, acceptable under PSAS and are appropriate to the particular circumstances of the Library.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgements. These judgements are normally based on knowledge and experience about past and current events, assumptions about future events and interpretations of the financial reporting standards.

During the year ended December 31, 2021, management advised us that there were no significant changes in accounting estimates or in judgements relating to the application of the accounting policies.

Appendix 1 – Communication requirements and other reportable matters

The table below summarizes our communication requirements under Canadian GAAS and other communications that we believe would help us achieve an effective audit.

Required communication	Refer to this report or document described below
Audit Service Plan	
1. Our responsibilities under Canadian GAAS, including forming and expressing an opinion on the financial statements	Master services agreement dated October 16, 2018
2. An overview of the overall audit strategy, addressing: <ul style="list-style-type: none"> a. Timing of the audit b. Significant risks, including fraud risks c. Nature and extent of specialized skill or knowledge needed to perform the planned audit procedures related to significant risk 	Audit plan communicated on October 19, 2021
3. Significant transactions outside of the normal course of business, including related party transactions	Related party transactions are disclosed in Note 12 to the financial statements.
Enquiries of those charged with governance	
4. How those charged with governance exercise oversight over management's process for identifying and responding to the risk of fraud and the internal control that management has established to mitigate these risks	Significant audit risks
5. Any known suspected or alleged fraud affecting the Library	We are not aware of any actual or suspected fraudulent events.
6. Whether the Library is in compliance with laws and regulations	<p>Management is responsible for ensuring that the Library's operations are conducted in accordance with the laws and regulations applicable to the Library in the jurisdictions in which it operates. The responsibility for preventing and detecting noncompliance rests with management. The auditor is not and cannot be held responsible for preventing noncompliance with laws and regulations.</p> <p>Our limited procedures did not identify any areas of material noncompliance with laws and regulations by the Library.</p>

Year End Communication	
7. Fraud or possible fraud identified through the audit process	We are not aware of any fraudulent events.
8. Significant accounting policies, practices, unusual transactions, and our related conclusions	Significant accounting policies, judgements and estimates section of this document.
9. Alternative treatments for accounting policies and practices that have been discussed with management during the current audit period	Significant accounting policies, judgements and estimates section of this document.
10. Matters related to going concern	Executive summary section of this document.
11. Consultation with other accountants	Management has informed us that the Library has not consulted with other accountants about auditing or accounting matters.
12. Management judgements and accounting estimates	Significant accounting policies, judgements and estimates of this document.
13. Significant difficulties, if any, encountered during the audit	During the course of our audit, we did not encounter any significant difficulties in dealing with management related to the performance of the audit.
14. Material written communications between management and us, including management representation letters	Management representation letter
15. Circumstances that affect the form and the content of the auditor's report	Draft auditor's report
16. Other matters that are significant to the oversight of the financial reporting process	No other matters to report.
17. Modifications to our opinion(s)	Executive summary section of this document.
18. Other significant matters discussed with management	Significant audit risks section of this document.
19. Matters involving noncompliance with laws and regulations that came to our attention, unless prohibited by law or regulation, including illegal or possibly illegal acts that come to our attention.	We are not aware of any matters involving noncompliance with laws and regulations or illegal acts.
20. Litigation	No litigation matters to report.
21. Significant deficiencies in internal control, if any, identified by us in the conduct of the audit of the financial statements	No deficiencies to report.
22. Uncorrected misstatements and disclosure items	In accordance with Canadian GAAS, we request that all misstatements be corrected. No uncorrected misstatements and uncorrected disclosure to report.
23. Changes to the audit plan	The audit was conducted in accordance with our audit plan, which was communicated to the Audit and Finance Committee. We confirm that there have been no amendments to the audit scope and approach communicated in the audit plan.

24. Concerns regarding management competence and integrity	We do not have any concerns regarding management's competency and integrity.
25. Disagreements with management	During the current audit, we did not have any disagreements with management.
26. Post-balance sheet events	At the date of finalizing this report, we are not aware of any significant post-balance sheet events.
27. Limitations when sending confirmations	Not applicable.
28. Other significant matters arising from the audit	Nothing to report.

Appendix 2 – Draft version of our auditor's report

Our report on the financial statements is expected to be in the following form. However, the final form may need to be adjusted to reflect the final results of our audit.

Independent Auditor's Report

To the Members of
Calgary Public Library Board

Opinion

We have audited the financial statements of Calgary Public Library Board (the "Library"), which comprise the statement of financial position as at December 31, 2021, and the statements of operations and accumulated surplus, cash flows, and change in net financial assets for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Library as at December 31, 2021, and the results of its operations, its cash flows and change in its net financial assets for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Library in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Library's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Library or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Library's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Library's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Library to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
March 29, 2022

Appendix 3 – Draft independence

March 29, 2022

The Audit and Finance Committee
Calgary Public Library Board

Dear Audit and Finance Committee members:

We have been engaged to audit the financial statements of Calgary Public Library Board (the “Library”) for the year ended December 31, 2021.

You have requested that we communicate in writing with you regarding our compliance with relevant ethical requirements regarding independence as well as all relationships and other matters between the Library, our Firm and network firms that, in our professional judgment, may reasonably be thought to bear on our independence. You have also requested us to communicate the related safeguards that have been applied to eliminate identified threats to independence or reduce them to an acceptable level.

In determining which relationships to report, we have considered relevant rules and related interpretations prescribed by the appropriate provincial regulator/ordre and applicable legislation, covering such matters as:

- a) Holding a financial interest, either directly or indirectly, in a client.
- b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client.
- c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client.
- d) Economic dependence on a client.
- e) Provision of services in addition to the audit engagement.

We confirm to you that the engagement team and others in the firm as appropriate, the firm and, when applicable, network firms have complied with relevant ethical requirements regarding independence.

We have prepared the following comments to facilitate our discussion with you regarding independence matters arising since March 31, 2021, the date of our last letter.

We are not aware of any relationships between the Member Firms of Deloitte Touche Tohmatsu Limited and their respective affiliates (collectively, the “Deloitte Entities”) and the Library and its affiliates, or persons in financial reporting oversight roles at the Library and its affiliates, that, in our professional judgment, may reasonably be thought to bear on independence, that have occurred from April 1, 2021 to March 29, 2022.

The total fees charged to the Library for audit services were \$43,763 (2020, \$43,335) during the period covered by the financial statements.

We hereby confirm that we are independent with respect to the Library in accordance with the Rules of Professional Conduct of the applicable Chartered Professional Accountants of Alberta as of March 29, 2022.

This letter is intended solely for the information and use of the Audit and Finance Committee, management and others within the Library and is not intended to be and should not be used for any other purposes.

Yours truly,

Chartered Professional Accountants

Appendix 4 – Draft management representation letter

[Library letterhead]

March 29, 2022

Deloitte LLP
700, 850 - 2 Street SW
Calgary, AB T2P 0R8

Dear Sirs:

Subject: Financial statements of Calgary Public Library Board as at and for the year ended December 31, 2021

This representation letter is provided in connection with the audit by Deloitte LLP ("Deloitte" or "you") of the financial statements of The Calgary Public Library Board (the "Library" or "we" or "us") for the year ended December 31, 2021, the notes to the financial statements and a summary of significant accounting policies (the "Financial Statements") for the purpose of expressing an opinion as to whether the Financial Statements present fairly, in all material respects, the financial position, results of operations and cash flows of the Library in accordance with Public Sector Accounting Standards ("PSAS").

Certain representations in this letter are described as being limited to matters that are material. Items are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial statements

1. We have fulfilled our responsibilities as set out in the terms of the master services agreement between the Library and Deloitte dated October 16, 2018 and the confirmation of changes letter dated October 19, 2021 for the preparation of the Financial Statements in accordance with PSAS. In particular, the Financial Statements are fairly presented, in all material respects, and present the financial position of the Library as at December 31, 2021 and the results of its operations and cash flows for the year then ended in accordance with PSAS.
2. Significant assumptions used in making estimates, including those measured at fair value, are reasonable.

In preparing the Financial Statements in accordance with PSAS, management makes judgments and assumptions about the future and uses estimates. The completeness and appropriateness of the disclosures related to estimates are in accordance with PSAS. The Library has appropriately disclosed in the Financial Statements the nature of measurement uncertainties that are material, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the Financial Statements.

The measurement methods, including the related assumptions and models, used in determining the estimates, including fair value, were appropriate, reasonable and consistently applied in accordance with PSAS and appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the entity. No events have occurred subsequent to December 31, 2021, that require adjustment to the estimates and disclosures included in the Financial Statements.

There are no changes in management's method of determining significant estimates in the current year.

3. We have determined that the Financial Statements are complete as of the date of this letter, as this is the date when there are no changes to the Financial Statements (including disclosures) planned or expected. The Financial Statements have been approved in accordance with our process to finalize financial statements.
4. We have completed our review of events after December 31, 2021 and up to the date of this letter. All events subsequent to the date of the Financial Statements and for which PSAS requires adjustment or disclosure have been adjusted or disclosed. Accounting estimates and disclosures included in the Financial Statements that are impacted by subsequent events have been appropriately adjusted.
5. The Financial Statements are free of material errors and omissions.

Internal Controls

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
7. We have disclosed to you all known deficiencies in the design or operation of internal control over financial reporting identified as part of our evaluation, including separately disclosing to you all such deficiencies that we believe to be significant deficiencies in internal control over financial reporting.

Information provided

8. We have provided you with:
 - a. Access to all information of which we are aware that is relevant to the preparation of the Financial Statements, such as records, documentation and other matters;
 - b. All relevant information as well as additional information that you have requested from us for the purpose of the audit;
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence; and
 - d. All minutes of the meetings of directors and committees of directors, or summaries of actions of recent meetings for which minutes have not yet been prepared. All significant board and committee actions are included in the summaries.
9. We have disclosed to you the results of our assessment of the risk that the Financial Statements may be materially misstated as a result of fraud.

10. We have no knowledge of any information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
 - a. Management;
 - b. Employees who have significant roles in internal control; or
 - c. Others where the fraud could have a material effect on the Financial Statements.
11. We have no knowledge of any information in relation to allegations of actual, suspected or alleged fraud, or illegal or suspected illegal acts affecting the Library.
12. There have been no communications with regulatory agencies concerning actual or potential noncompliance with or deficiencies in financial reporting practices. There are also no known or possible instances of noncompliance with the requirements of regulatory or governmental authorities.
13. We have disclosed to you the identities of the entity's related parties and all the related party relationships and transactions of which we are aware, including guarantees, non-monetary transactions and transactions for no consideration and participation in a defined benefit plan that shares risks between group entities.

Independence matters

For purposes of the following paragraphs, "Deloitte" shall mean Deloitte LLP and Deloitte Touche Tohmatsu Limited, including related member firms and affiliates.

14. Prior to the Library having any substantive employment conversations with a former or current Deloitte engagement team member, the Library has held discussions with Deloitte and obtained approval from the Audit and Finance Committee.
15. We have ensured that all non-audit services provided to the Library have been pre-approved by the Audit Committee. Further, we have adhered to all regulatory requirements regarding the provision of non-audit services by Deloitte to the Library in accordance with applicable laws, regulations and rules that apply to the Library, including the Audit and Finance Committee approval requirements.
16. We have ensured that all services performed by Deloitte with respect to this engagement have been pre-approved by the Audit and Finance Committee in accordance with its established approval policies and procedures.

Other matters

17. We have disclosed to you all the documents that we expect to issue that may comprise other information, in the context of CAS 720, *The Auditor's Responsibilities Relating to Other Information in Documents Containing Audited Financial Statements*.

Except where otherwise stated below, immaterial matters less than \$100,750 collectively are not considered to be exceptions that require disclosure for the purpose of the following representations. This amount is not necessarily indicative of amounts that would require adjustment to or disclosure in the Financial Statements.

18. The Library has identified all related parties in accordance with Section PS 2200, *Related Party Disclosures* ("PS 2200"). Management has made the appropriate disclosures with respect to its related party transactions in accordance with PS 2200. This assessment is based on all relevant factors, including those listed in paragraph 16 of PS 2200.
19. There are no instances of identified or suspected noncompliance with laws and regulations.
20. We have disclosed to you all known, actual or possible litigation and claims, whether or not they have been discussed with our lawyers, whose effects should be considered when preparing the Financial Statements. As appropriate, these items have been disclosed and accounted for in the Financial Statements in accordance with PSAS.

21. All events subsequent to the date of the Financial Statements and for which PSAS requires adjustment or disclosure have been adjusted or disclosed. Accounting estimates and disclosures included in the Financial Statements that are impacted by subsequent events have been appropriately adjusted.
22. We have disclosed to you all liabilities, provisions, contingent liabilities and contingent assets, including those associated with guarantees, whether written or oral, and they are appropriately reflected in the Financial Statements. As appropriate, these items have been disclosed and accounted for in the Financial Statements in accordance with PSAS.
23. We have disclosed to you, and the Library has complied with all aspects of contractual agreements that could have a material effect on the Financial Statements in the event of noncompliance, including all covenants, conditions or other requirements of all outstanding debt.
24. The Library has satisfactory title to and control over all assets, and there are no liens or encumbrances on such assets. We have disclosed to you and in the Financial Statements all assets that have been pledged as collateral.
25. The Library's accounting policies and their method of application have been applied on a basis consistent with that of the audited Financial Statements as of and for the year ended December 31, 2020.

Fair Value

26. With regard to the fair value measurements and disclosures of certain assets and liabilities, we believe that:
 - a. The completeness and adequacy of the disclosures related to fair values are in accordance with Public Sector Accounting Standards ("PSAS");
 - b. No events have occurred subsequent to December 31, 2021, that require adjustment to the fair value measurements and disclosures included in the Financial Statements; and
 - c. They appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the Library when relevant to the use of fair value measurements or disclosures.

Management's Responsibilities

27. All transactions and events have been carried out in accordance with law, regulation or other authority.

Assets

28. The Library has recognized all assets, which do not fall within the scope of other standards, only when the requirements in CPA Canada Public Sector Accounting Handbook Section PS 3210, *Assets* ("PS 3210") have been met. For those assets, which do not meet the recognition criteria in PS 3210, the Library has appropriately disclosed details of such unrecognized assets in accordance with PS 3210, if applicable. There was no impact to the Library's financial statements upon adoption of PS 3210.

Contingent Assets

29. The Library has identified all contingent assets in accordance with CPA Canada Public Sector Accounting Handbook Section PS 3320, *Contingent Assets* and when the occurrence of the confirming future event is considered likely, appropriately disclosed these items in the financial statements,

Contractual Rights

30. The Library has identified and disclosed all contractual rights that will result in both an asset and revenue in the future, once the terms of the contract or agreement are met, in accordance with CPA Canada Public Sector Accounting Handbook Section PS 3380, *Contractual Rights*.

Inter-Entity Transactions

31. The Library has recognized all transactions involving the transfer of assets or liabilities between public sector entities in accordance with CPA Canada Public Sector Accounting Handbook Section PS 3420, *Inter-entity transactions* ("PS 3420").
32. The Library has recorded all inter-entity transactions properly at exchange or carrying amount in accordance with the criteria in PS 3420.14-.22.
33. The Library has disclosed all inter-entity transactions in the notes to the Financial Statements whether or not such transactions are recognized in the financial statements, in accordance with Section PS 2200, *Related Party Disclosures* as shown in Note 12 of the financial statements.

Accounts receivable

34. The Library is responsible for determining the appropriate carrying amount of accounts receivable, as well as estimates used to determine such amounts. Management believes that the carrying amounts recorded and disclosed are appropriate.

Employee Future Benefits

35. Employee future benefit costs, assets and obligations, as applicable, have been properly recorded and adequately disclosed in the Financial Statements including those arising under defined benefit and defined contribution plans as well as termination arrangements. We believe that the actuarial assumptions and methods used to measure defined benefit plan assets, obligations and costs for financial statement purposes are appropriate in the circumstances. Actuarial gains or losses have been amortized to the liability and the related expense in a systematic and rational manner over the expected remaining service life of the related employee group.
36. We have disclosed to you any intentions of terminating any of our pension plans or withdrawing from the multi-employer plan that could result in an effective termination or reportable event for any of the plans. We have disclosed to you any occurrences that could result in the termination of any of our pension or multi-employer plans to which we contribute.
37. We are unable to determine the possibility of a withdrawal liability in a multi-employer benefit plan.

Government Transfers

38. We have disclosed to you all correspondence relating to government transfers that the Library has had with the funding body.
39. We have assessed the eligibility criteria and determined that the Library is an eligible recipient for the government transfers received.
40. We have assessed the stipulations attached with the funding and have recognized the revenue in accordance with meeting the stipulations required.
41. All government transfers that have been recorded as deferred revenue give rise to an obligation that meets the definition of a liability. Those liabilities have been properly recorded and presented in the Financial Statements.

Tangible Capital Assets

42. Tangible capital assets have been recorded properly and consistently according to the standards in CPA Canada Public Sector Accounting Handbook Section PS 3150, *Tangible Capital Assets*.
43. Contributed tangible capital assets have been appropriately recorded at fair value, unless fair value is not reasonably determinable, and in such case, have been recorded at an appropriate nominal value. All contributed tangible capital assets have been appropriately disclosed.

44. We have assessed the useful lives of tangible capital assets and have determined all tangible capital assets contribute to the Library's ability to provide goods and services and therefore do not require a write-down.

Adjusting journal entries

45. We have reviewed the year-end adjusting entries and acknowledge our responsibility for their accuracy.

Liability for contaminated sites

46. The Library was required to adopt *Section 3260, Liability for contaminated sites* effective for fiscal 2015 for the purposes of PSAS. Management has determined the impact of this standard on the year-end financial statements, and based on management's assessment, there is no impact on the adjustments for the December 31, 2021 financial statements of this standard.

Communicating a Threshold Amount

47. We understand that the threshold used for accumulating misstatements identified during the year was \$100,750 for purposes of Appendix A. Misstatements below this amount have been considered clearly trivial.

Accumulated Surplus

48. Reserves and surplus accounts are correctly recorded and all transactions comply with the purposes approved according to relevant legislation and agreements with relevant government authorities.

Yours truly,
The Calgary Public Library Board

Chae Jun, Controller

Sarah Meilleur, Chief Executive Officer

Appendix A
The Calgary Public Library Board
Summary of uncorrected financial statement misstatements
Year ended December 31, 2021

No uncorrected misstatements or disclosure deficiencies identified.



FINANCIAL STATEMENTS 2021

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Independent Auditor's Report



DRAFT

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Position
As at December 31,

	2021 \$	2020 \$
FINANCIAL ASSETS		
Cash	10,403,409	9,232,405
Accounts receivable (Note 3)	601,120	613,925
	11,004,529	9,846,330
LIABILITIES		
Accounts payable and accrued liabilities (Note 4)	4,280,249	4,272,182
Deferred revenues and tenant deposits (Note 5)	380,130	519,570
	4,660,379	4,791,752
NET FINANCIAL ASSETS	6,344,150	5,054,578
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 6, Schedule 1)	43,052,485	45,296,570
Inventory	53,645	58,664
Prepaid assets (Note 7)	2,414,020	2,299,666
	45,520,150	47,654,900
ACCUMULATED SURPLUS (Note 8)	51,864,300	52,709,478

The notes to the Financial Statements are an integral part of the Financial Statements.

On behalf of the Board

_____ Member

_____ Member

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Operations and Accumulated Surplus
As at December 31,

	2021 Budget \$	2021 Actual \$	2020 Actual \$
REVENUES			
City of Calgary (Schedule 2)	53,627,720	53,649,902	50,357,099
Province of Alberta (Schedule 2)	6,864,917	6,864,917	7,187,537
Federal Government (Schedule 2)	-	-	32,619
Fines	-	-	255,809
Rental revenue	205,280	103,350	102,640
Interest and other revenue	756,786	886,310	678,362
Grants and sponsorships (Note 14)	1,697,282	1,545,048	1,415,140
	63,151,985	63,049,527	60,029,206
EXPENSES			
Salaries and employee benefits	39,904,290	37,325,990	33,912,644
Collections	6,312,319	7,453,944	7,513,191
Building and equipment	5,863,862	4,998,494	5,322,971
General operating	9,722,082	8,331,575	8,301,971
Amortization	6,285,928	6,239,629	6,317,157
Occupancy costs	1,777,187	1,703,768	1,658,193
	69,865,668	66,053,400	63,026,127
DEFICIENCY OF REVENUES OVER EXPENSES - BEFORE OTHER	(6,713,683)	(3,003,873)	(2,996,921)
OTHER			
Write off of tangible capital assets	-	(7,293)	(11,760)
Government transfers for capital (Schedule 2)	4,249,000	2,165,988	2,319,159
DEFICIENCY OF REVENUES OVER EXPENSES	(2,464,683)	(845,178)	(689,522)
ACCUMULATED SURPLUS, beginning of year (Note 8)	52,597,810	52,709,478	53,399,000
ACCUMULATED SURPLUS, end of year (Note 8)	50,133,127	51,864,300	52,709,478

The notes to the Financial Statements are an integral part of the Financial Statements.

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Cash Flows
As at December 31,

	2021 \$	2020 \$
OPERATING		
Deficiency of revenues over expenses	(845,178)	(689,522)
Non-cash charges to operations		
Amortization	6,239,629	6,317,157
Write off of tangible capital assets	7,293	11,760
Change in non-cash working capital (Note 11)	(227,903)	150,390
Cash provided by operating transactions	5,173,841	5,789,785
CAPITAL		
Acquisition of tangible capital assets (Schedule 1)	(4,002,837)	(2,989,470)
Cash used in capital transactions	(4,002,837)	(2,989,470)
INCREASE IN CASH	1,171,004	2,800,315
CASH, beginning of year	9,232,405	6,432,090
CASH, end of year	10,403,409	9,232,405

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Change in Net Financial Assets
As at December 31,

	2021 \$	2020 \$
DEFICIENCY OF REVENUES OVER EXPENSES	(845,178)	(689,522)
Amortization of tangible capital assets	6,239,629	6,317,157
Change in inventory, prepaid assets and deposits	(109,335)	(644,720)
Acquisition of tangible capital assets (Schedule 1)	(4,002,837)	(2,989,470)
Write off tangible capital assets	7,293	11,760
INCREASE IN NET FINANCIAL ASSETS	1,289,572	2,005,205
NET FINANCIAL ASSETS, beginning of year	5,054,578	3,049,373
NET FINANCIAL ASSETS, end of year	6,344,150	5,054,578

THE CALGARY PUBLIC LIBRARY BOARD
Schedule of Tangible Capital Assets
Schedule 1
As at December 31,

	Materials	Building	IT Equipment	Furniture & Equipment	Work In Progress	Vehicles	2021 \$	2020 \$
COST								
BALANCE, BEGINNING OF YEAR	31,933,329	47,685,932	4,066,657	3,658,434	880,379	1,659,374	89,884,105	90,650,770
Acquisition of tangible capital assets	1,713,862	1,976	364,536	-	1,782,501	139,962	4,002,837	2,989,470
Asset transfers	-	2,397,425	-	-	(2,397,425)	-	-	-
Disposal of tangible capital assets	(3,436,179)*	(352,359)	(179,682)*	(20,982)*	-	-	(3,989,202)	(3,756,135)
BALANCE, END OF YEAR	30,211,012	49,732,974	4,251,511	3,637,452	265,455	1,799,336	89,897,740	89,884,105
ACCUMULATED AMORTIZATION								
BALANCE, BEGINNING OF YEAR	17,039,351	22,406,691	2,302,206	1,875,376	-	963,911	44,587,535	42,014,754
Annual amortization	3,106,913	2,252,329	456,386	220,398	-	203,603	6,239,629	6,317,157
Asset transfers	-	-	-	-	-	-	-	-
Accumulated amortization on disposals	(3,436,179)*	(345,066)	(179,682)*	(20,982)*	-	-	(3,981,909)	(3,744,376)
BALANCE, END OF YEAR	16,710,085	24,313,954	2,578,910	2,074,792	-	1,167,514	46,845,255	44,587,535
NET BOOK VALUE, DECEMBER 31, 2021	13,500,927	25,419,020	1,672,601	1,562,660	265,455	631,822	43,052,485	45,296,570
Net book value, December 31, 2020	14,893,978	25,279,241	1,764,451	1,783,058	880,379	695,463	45,296,570	

* At the end of the life assumed
all assets were disposed.

THE CALGARY PUBLIC LIBRARY BOARD
Schedule of Government Transfers
Schedule 2
As at December 31,

	2021 Budget \$	2021 Actual \$	2020 Actual \$
TRANSFERS FOR OPERATING:			
City of Calgary	53,627,720	53,627,720	50,327,720
City of Calgary Insurance Proceeds	-	22,182	29,379
Provincial Government	6,864,917	6,864,917	7,187,537
Federal Government	-	-	32,619
	60,492,637	60,514,819	57,577,255
TRANSFERS FOR CAPITAL:			
City of Calgary	4,249,000	2,165,988	2,319,159
	4,249,000	2,165,988	2,319,159
TOTAL GOVERNMENT TRANSFERS	64,741,637	62,680,807	59,896,414

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended December 31,

The Calgary Public Library Board (the "Library") is constituted under the Libraries Act of the Province of Alberta. It operates a system of twenty community libraries and the Central Library in The City of Calgary ("The City").

1. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared by management in accordance with Canadian Public Sector Accounting Standards ("PSAS"). The Library's significant accounting policies are:

Basis of Accounting

- i) The financial statements are prepared using the accrual basis of accounting.
- ii) Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues and are reliably measured and reasonably estimated.
- iii) Donated materials and services are recognized at fair value when a fair value can be reasonably estimated and when the materials and services are used in the normal course of the organization's operations and would otherwise have been purchased.
- iv) A substantial number of volunteers have made significant contributions of their time to the Library's program and supporting services. The value of this contributed time is not reflected in these financial statements.
- v) Insurance proceeds are recognized when received.
- vi) Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase of tangible capital assets. These funds are accounted for as deferred revenue until used for the purpose specified. Revenue is recognized in the period when the related expenses are incurred, and any eligibility criteria have been met and a reasonable estimate of the amounts can be made.
- vii) Expenses are recognized in the period the goods and services are acquired and a liability is incurred, or transfers are due.
- viii) Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at the transaction dates.

Financial Instruments

The Library's financial instruments, which include cash, accounts receivable, accounts payable and accrued liabilities, approximate their fair values due to their short-term nature and are recorded at cost. At December 31, 2021 and 2020 the Library had no outstanding debt. Management believes the Library's exposure to credit, interest or liquidity risk is not significant.

Use of Estimates

The preparation of financial statements in conformity with PSAS requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditure during the reporting period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates. Significant estimates include the estimates of useful lives and potential impairment of tangible capital assets, and accrued liabilities.

Management continues to assess the impact of the novel coronavirus ("COVID-19") and the governments' response to it on our services provided throughout our Library system. Portions of the financial results incorporate estimates from management that are subject to increased uncertainty due to the market disruptions caused by the COVID-19 pandemic. The amounts recorded in these financial statements are based on the latest reliable information available to management at the time the financial statements were prepared where that information reflects conditions as at the date of the financial statements. However, there is inherent uncertainty about these assumptions and estimates which could result in outcomes that require adjustments to the carrying amount of the affected assets or liabilities in the future.

Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

Deferred Revenue

Deferred revenue represents amounts received from third parties for a specified operating purpose which have yet to be performed. These amounts include funding for long term projects, which are restricted until used for the purpose intended. Deferred revenues are recognized as revenue in the period when the related expenses are incurred to reflect the completion of the Library's performance obligations.

Accounting Standards Effective Beginning On Or After April 1, 2022

Asset Retirement Obligations PS 3280 establish guidance on the accounting and reporting of legal obligations associated with the retirement of tangible capital assets. A liability for a retirement obligation can apply to tangible capital assets either in productive use or no longer in productive use.

Accounting Standards Effective Beginning On Or After April 1, 2023

Revenue PS 3400 establishes standards on how to account for and report on revenue. The standard provides a framework for recognizing, measuring and reporting revenues that arise from transactions that include performance obligations and transactions that do not have performance obligations. Performance obligations are enforceable promises to provide specific goods or services to a specific payor.

The Library continues to assess the impact of the above accounting standards. The extent of impact resulting from the adoption of these standards is not known at this time.

Accumulated Surplus/Deficit

Accumulated surplus/deficit represents the Library's net economic resources. It is an amount by which all assets (financial and non-financial) exceed liabilities. An accumulated surplus indicates that the Library has net resources (financial and non-financial) that can be used to provide future services. An accumulated deficit means that liabilities are greater than assets.

The accumulated surplus includes funds which have been designated for the replacement and upgrade of the Library's automated systems, facility refurbishment and major renovations, and the construction of new facilities. Note 8 provides a listing of all restricted and unrestricted amounts that form the accumulated surplus.

Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development, or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over the estimated useful life as follows:

Major Category	Years
Materials	10
Buildings	
Buildings	10 - 75
Leasehold Improvements	5 - 25
Furniture and Equipment	5 - 25
IT Equipment	5 - 10
Vehicles	7 - 10

The Library does not hold title to any of the buildings that are included in the Schedule of Tangible Capital Assets. Legal title of these buildings is held with The City. The Library is the steward of the assets and has control over these assets. As such the value of these assets are recorded in these financial statements in the Library's role as steward, but not as title owner.

Work in progress represents assets which are not available for use and therefore are not subject to amortization.

Tangible capital assets are written down when there is permanent and measurable impairment in value and the tangible capital asset still exists.

Cultural and Historical Tangible Capital Assets

The local history collection is not recorded as a tangible capital asset but is disclosed (Note 6).

Inventory

Supplies held for consumption are recorded at cost.

Prepaid assets

Subscriptions, software annual maintenance contracts, and occupancy are recorded as prepaid assets and are recognized as an expense over the corresponding period of the service provided (Note 7).

Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred. During the years ended December 31, 2021 and 2020 the Library did not have any leases which were classified as capital leases.

2. CREDIT FACILITY

The Library has an unsecured revolving credit facility to a maximum of \$4,500,000. The interest rate on the facility fluctuates with the Royal Bank's prime rate per annum. The purpose of the credit facility is to ensure cash flow timing does not affect normal Library operations. It is not intended to be used as debt to fund additional Library operations. At December 31, 2021, the drawn balance of the facility was \$nil (2020 – \$nil).

3. ACCOUNTS RECEIVABLE

Accounts receivable are comprised of the following:

	2021 \$	2020 \$
City of Calgary - Life Cycle Recovery	169,693	237,808
GST recovery	199,730	122,573
Other	231,697	253,544
TOTAL	601,120	613,925

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities are comprised of the following:

	2021 \$	2020 \$
Non-salary payables & accruals	984,430	1,071,028
Salary payables & accruals	1,268,119	1,007,474
Employee vacation pay accrual	1,280,890	1,218,528
Benefit & salary deduction payables, net	746,810	975,152
TOTAL	4,280,249	4,272,182

5. DEFERRED REVENUES AND TENANT DEPOSITS

Deferred revenues are comprised of the funds noted below, the use of which are externally restricted. These funds are recognized as revenue in the period they are used for the purpose specified.

	December 31 2020 \$	Inflows \$	Revenue Recognized \$	December 31 2021 \$
Program & Project agreements	471,736	247,996	(367,717)	352,015
Tenant Deposits	47,834	80,945	(100,664)	28,115
ENDING BALANCE	519,570	328,941	(468,381)	380,130

6. TANGIBLE CAPITAL ASSETS (Schedule 1)

Category (Net Book Value)	2021 \$	2020 \$
Materials	13,500,927	14,893,978
Buildings	25,419,020	25,279,241
IT equipment	1,672,601	1,764,451
Furniture and equipment	1,562,660	1,783,058
Work in progress	265,455	880,379
Vehicles	631,822	695,463
TOTAL	43,052,485	45,296,570

The Library maintains a local history collection that is on permanent display on the fourth floor of the Central Library. The collection is not recorded as a tangible capital asset in the financial statements and is not amortized.

7. PREPAID ASSETS

Prepaid assets are comprised of the following:

	2021 \$	2020 \$
Occupancy	81,471	76,438
Software annual maintenance contracts	1,614,445	1,531,105
Subscriptions	695,203	643,439
General	22,901	48,684
TOTAL	2,414,020	2,299,666

8. ACCUMULATED SURPLUS

Accumulated surplus consists of designated amounts and equity in tangible capital assets as follows:

	2021 \$	2020 \$
Operating fund	6,818,265	5,149,282
Capital fund	1,993,550	2,263,626
Equity in tangible capital assets	43,052,485	45,296,570
TOTAL	51,864,300	52,709,478

Equity in tangible capital assets consists of the following items:

	2021 \$	2020 \$
Tangible capital assets (Schedule 1)	89,897,740	89,884,105
Accumulated amortization (Schedule 1)	(46,845,255)	(44,587,535)
TOTAL	43,052,485	45,296,570

Included in the operating fund is \$3,000,000 (2020 - \$nil) restricted specifically for unplanned operating expenses.

9. CONTRACTUAL RIGHTS

Contractual rights are rights of the Library to economic resources arising from contracts or agreements that will result in both assets and revenues in the future when the terms of those contracts or agreements are met. Currently contractual rights are comprised solely of the rental revenue for space at the Central Library.

Estimated amounts that will be received or receivable in future years are as follows:

Year \$	Rental Revenue \$
2022	261,060
2023	234,795
2024	26,000
TOTAL	521,855

10. COMMITMENTS

Minimum lease payments for Library locations and equipment under operating leases in future years are as follows:

Year	\$
2022	999,000
2023	825,000
2024	600,000
2025	613,000
2026	423,000
2027 and thereafter	585,000
TOTAL	4,045,000

The Library has an electricity load pricing contract ending December 31, 2026 and a natural gas block purchase agreement ending October 31, 2026. The Library also has a fixed price thermal energy services agreement for the Central Library with a term ending August 31, 2037. All three of these contracts guarantee energy prices but do not commit the Library to any fixed payments. Capital commitments for major capital projects amount to \$757,349 at December 31, 2021 (\$686,929 at December 31, 2020). Operating commitments amount to \$834,911 at December 31, 2021 (\$693,798 at December 31, 2020).

11. CHANGE IN NON-CASH WORKING CAPITAL

The change in non-cash working capital consists of the following items:

	2021 \$	2020 \$	Change \$
Accounts receivable	601,120	613,925	12,805
Accounts payable and accrued liabilities	4,280,249	4,272,182	8,067
Deferred revenues and tenant deposits	380,130	519,570	(139,440)
Inventory	53,645	58,664	5,019
Prepaid assets	2,414,020	2,299,666	(114,354)
CHANGE IN NON-CASH WORKING CAPITAL			(227,903)

12. INTER-ENTITY TRANSACTIONS

- i) Related party transactions include transactions with entities outside the reporting entity where a member of the Library's key management personnel, or their spouse or dependent, is key management personnel of the counterparty to a transaction with the Library. As key management personnel, they govern or share the power for the ongoing financial and operating decisions of that counterparty.

Key management personnel of the Library are those individuals having authority and responsibility for planning, directing and controlling the activities of the Library. The Library has controls in place to ensure that the key management personnel do not enter into transactions with related parties. For 2021 there were no material transactions between related parties which occurred at a value different from that which would have been arrived at if the parties were unrelated.

- ii) The Library conducts transactions with The City in the normal course of business: Accounts receivable from The City at December 31, 2021 are \$180,801 (2020 - \$237,808), prepaid assets are \$nil (2020 - \$58,752), and accounts payable and accrued liabilities are \$91,979 (2020 - \$90,455).
- iii) During 2021, the amount the Library recovered from CMLC related to the Central Library is \$nil (2020 - \$221,900).
- iv) The City provides space to the Library under many occupancy models. During 2016 a new arrangement for managing multi use facilities constructed by The City came into existence. The Library will be included in many of these new complexes. Prior to occupancy, The City (The Landlord) enters into a leasing agreement with a third party (Lessee) to manage and operate the entire facility. The Lessee then enters into a separate sublease, as the Sublandlord, with each of the occupants. The sublease contains many of the obligations of the original lease. One of these conditions is the establishment of an asset management reserve fund to be held and used by the Sublandlord to meet common area systems life cycle maintenance needs as they arise. As the reserve is depleted each tenant will be required to replenish the fund, using the formula of the original contribution. The Library (Sublessee) expenses the amount (as building and equipment expense) in the year of payment because the sublease stipulates that any remaining funds at the expiry date or the earlier termination of the sublease will be the property of The City. However, the funds will remain intact for many years until life cycle needs start and the actual building expense are incurred. The following table describes the amounts that were contributed by the Library (as Sublessee) to the asset management reserve fund and the balance being held in the fund at the end of the year.

Location	Sublandlord	Sublease Commencing Year	Sublease Term (Years)	Opening Balance January 1, 2021	Amount Contributed \$	Amount Withdrawn \$	Balance Remaining December 31 2021 \$
Quarry Park Recreation Facility	YMCA	2016	25	96,200	-	-	96,200
Seton Recreation Facility	YMCA	2019	25	59,500	-	-	59,500
TOTAL				155,700	-		155,700

These transactions are recorded at the exchange amount, which represents the amount agreed to by both parties.

13. LOCAL AUTHORITIES PENSION PLAN

The Library participates in the Local Authorities Pension Plan (LAPP). This pension plan is a multi-employer defined benefit pension plan that provides pensions for the Library's participating employees, based on years of service and earnings.

The pension expense recorded in these financial statements as salaries and employee benefits expense represents the Library's annual contributions of \$1,884,161 in 2021 (2020 - \$1,838,437). All full-time staff employed by the Library are members of the LAPP after a qualification period.

The LAPP was in a surplus position of \$5.0 billion in 2020, a decrease from a surplus position of \$7.9 billion in 2019. The surplus applies to the entire plan and the Library's portion of the surplus cannot be determined. The 2020 information is provided as the most recent information was not available at the time of preparing the financial statements.

LAPP consists of over 164,370 active members. The City of Calgary's active plan membership represents approximately 8.0% of which the Library portion is approximately 0.16% as at December 31, 2020.

14. CALGARY PUBLIC LIBRARY FOUNDATION

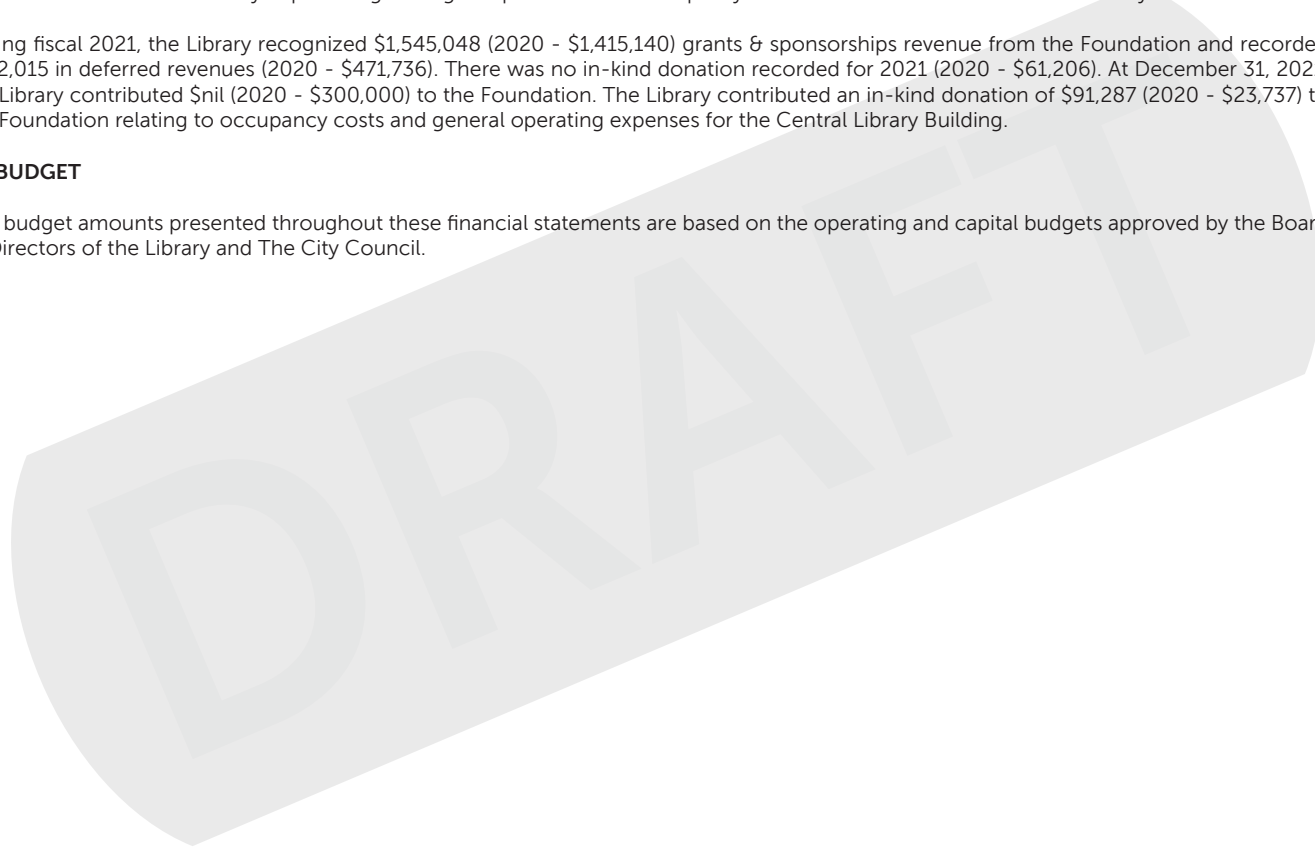
The Calgary Public Library Foundation (the "Foundation") financial statements are not consolidated with the Library as the Foundation is an unrelated independent organization. The Foundation was established in 1999 and operationalized in 2000. It is a stand-alone charity registered with the Federal and Provincial Governments. The purpose of the Foundation is:

- To raise funds for the Library; and
- To assist the Library in providing the highest possible level and quality of service to the customers of the Library.

During fiscal 2021, the Library recognized \$1,545,048 (2020 - \$1,415,140) grants & sponsorships revenue from the Foundation and recorded \$352,015 in deferred revenues (2020 - \$471,736). There was no in-kind donation recorded for 2021 (2020 - \$61,206). At December 31, 2021, the Library contributed \$nil (2020 - \$300,000) to the Foundation. The Library contributed an in-kind donation of \$91,287 (2020 - \$23,737) to the Foundation relating to occupancy costs and general operating expenses for the Central Library Building.

15. BUDGET

The budget amounts presented throughout these financial statements are based on the operating and capital budgets approved by the Board of Directors of the Library and The City Council.



DRAFT

Calgary Public Library Foundation Update

March 2022

Giving Highlights

- Our most recent Direct Mail raised \$22,345 and counting
- Locked Library: Spellcraft took place virtually on February 12, 2022. 209 teams participated raising nearly \$10,000 for the Library.

Mid and Major Donor Gift Highlights

- \$67,000 from an individual donor, gift designation forthcoming
- Reading with Royalty has been sponsored by TD Bank Group via Calgary Pride.
- \$5,000 gift from a corporation in support of highest priority needs
- Final pledge payment Sun Life in support of the Sun Life Musical Instrument Lending Library
- \$5,000 from a Family Foundation in support of the highest priority needs
- \$3,500 from two anonymous donors to support Library Giving Day Match opportunity

Stewardship Highlights

- Chapter One: Buttons, a community initiative recognizing Jim Button and his family was launched Tuesday, March 9. The project comprises three components; a book list designed by 101 local community connectors, themed buttons to encourage kindness in the community, and Button is included as one of the Library's Reading Influencers at Central Library. The project is made possible thanks to a generous donation from Avnish, Bijal and Sørin Mehta.
 - Local media featured the announcement, with Avnish Mehta interviewed in [an article for Calgary Citizen](#), and Jim Button interviewed by AM770 News.
 - In-library activation was very successful, with locations encouraging patrons to leave messages of kindness and support. The buttons were so popular that a number of libraries distributed their supply within the first few days, so other buttons in the system were redistributed to meet demand.



- On Tuesday, March 22, the Library partnered with the Calgary Jewish Federation to host author Rebecca Donner. This marks the eighth program of the Human Rights and Holocaust Education series, which is generously supported by the Isadore and Florence Burstyn Memorial Fund, KSW Calgary Holocaust Education & Commemoration Endowment Fund, Viewpoint Foundation, and donors to the Human Rights and Holocaust Education Fund.
 - More than 1,600 people have attended, and 13,800 students have been reached through programming. The next program in the series features Mossad agent Avner Avraham and will be held on Sunday, April 24.

Other Highlights

- Our Free. Period. E-Appeal on International Women's Day raised more than \$5,500 to help end Period Poverty in our community.
 - Given the success of the Free. Period. initiative on International Women's Day, we are developing product ideas for LibraryStore.ca that would support this project
- Public 50/50 Cash Raffle
 - Our second 50/50 is now live! Tickets are [available to purchase online](#) and the draw will take place on March 31. Thanks to the generous support of Shaw Birdies for Kids presented by AltaLink, all ticket proceeds will be matched up to 50%.

Upcoming

- March 31 - Draw for public 50/50 winner
- April 4 to 8 - Digital appeal week for [Library Giving Day](#) (April 6) and Pay It Forward appeal
- May 4 - Spring Direct Mail appeal lands in mailboxes
- May 17 - Annual General Meeting