



CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, November 25, 2020
Online via Microsoft Teams

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Verbal

TBC, CPL Board Representatives

A. CPL Foundation Update

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Information

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Treaty 7 Virtual Opening

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

Library Board Meeting Schedule

2020 - 2021

Approved as of November 18, 2020

Legend		
Meeting	Time	
BRD Regular Board Meeting	5:30 PM	
A&F Audit & Finance Committee	5:30 PM	
GOV Governance Committee	5:30 PM	
S&C Strategy & Community Comm.	5:30 PM	
SP Special Board Session / Retreat	TBD: Early to mid-March	
F Foundation Board Meeting	5:30 PM	
AGM Foundation AGM	5:30 PM	
CA City's Audit Committee	TBC	9:30 AM
SPC City's SPC on CPS (Civic Partner Report)	TBC	9:30 AM
ALC Alberta Library Conference, Jasper		
ORG Board Organizational Meeting	5:30 PM	
EPL EPL-CPL Boards Joint Meeting		
HOL Holidays		

November 2020						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11 HOL	12	13	14
15	16	17 F	18 ORG	19	20	21
22	23	24	25 BRD	26	27	28
29	30					

December 2020						
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25 HOL	26 HOL
27	28	29	30	31		

January 2021						
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					1 HOL	2
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17	18	19 A&F	20	21	22	23
24	25	26	27 BRD	28	29	30
31						

February 2021						
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7	8	9	10 GOV	11	12	13
14	15 HOL	16 F	17 S&C	18	19	20
21	22	23	24	25	26	27
28						

March 2021						
S	M	T	W	T	F	S
	1	2	3 GOV	4	5	6
7	8	9 S&C	10	11	12	13 SP
14	15	16	17	18	19	20
21	22	23 A&F	24	25	26	27
28	29	30	31 BRD			

April 2021						
S	M	T	W	T	F	S
					1 HOL	2
4	5	6	7 GOV	8	9	10
11	12	13	14 S&C	15	16	17
18	19	20 F	21 A&F	22	23	24
25	26	27	28	29	30	

May 2021						
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2	3	4	5 GOV	6	7	8
9	10	11 S&C	12	13	14	15
16	17	18 AGM	19	20	21	22
23	24 HOL	25	26 BRD	27 SPC	28	29
30	31					

June 2021						
S	M	T	W	T	F	S
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20	21	22	23 BRD	24	25	26
27	28	29				

July 2021						
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25	26	27	28 BRD	29	30	31

August 2021						
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22	23	24	25	26	27	28
29	30	31				

September 2021						
S	M	T	W	T	F	S
			1 GOV	2	3	4
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12	13	14	15	16	17	18
19	20	21 F	22	23	24	25
26	27	28	29 BRD	30		

October 2021						
S	M	T	W	T	F	S
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10	11 HOL	12	13 S&C	14	15	16
17	18	19 A&F	20	21	22	23
24	25	26	27 BRD	28	29	30
31						

November 2021						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11 HOL	12	13
14	15	16 F	17 ORG	18	19	20
21	22	23	24 BRD	25	26	27
28	29	30				

December 2021						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25 HOL
26 HOL	27	28	29	30	31	

Notes:				
Audit Financial Report to the Board Meetings:				
June Q1	September Q2	November Q3	January Q4	

Operational Report November 2020

Government Relations

Throughout October, the Library CEO and Board Chair continued to take meetings with City Councillors. These conversations covered a wide variety of topics, including the impact of fiscal restraint and budget uncertainty, the importance of sustainable funding for public libraries, and questions relevant to specific libraries or neighborhoods. Key messages of the Library included the vast reach of the Library across the City and its enduring value in citizens' lives, the Library's strongly delivered COVID-19 response, and its crucial role in addressing urgent community needs, particularly supporting economic recovery and community resilience.

On October 24, the Library presented at a special meeting of the Standing Policy Committee on Community and Protective Services as part of the Civic Partner Annual Report. Highlights from 2019 presented to the committee included ending 2019 with over 720,000 members, 15 million circulations, 7.6 million in-person visits and 15 million digital visits, 4.8 million computer and technology uses, and 490,000 participants in programs and events.

The Civic Partner Annual report was also an opportunity to share information about the Library's continuing response to the pandemic. Among the key points shared with the Committee, the presentation underlined how the Library acted quickly to promote public health safety, conducted itself as a responsible steward of public funds, and consistently found ways to add value to the community. Throughout the crisis, the Library has continued to connect people to information, technology, student supports, and job finding and retraining tools.

This fall, the Library also provided its Civic Partner Audit report to the City Council's Audit Committee. While the Library was not asked to present verbally to this committee, a written submission was provided, responding to questions in such areas as governance, organizational culture, and policies and procedures. Thanks to the leadership of the Library Board, the Library was able to provide particularly robust submissions in response to questions about recruitment processes that support diversity on the Board and organizational risk management activities.

In a Special Meeting of Council on November 9, City Administration presented proposed Mid-Cycle Adjustments to the One Calgary 2019-2022 Service Plans and Budgets. With these in mind, it is expected that City Council will begin its budget deliberations on November 24. The Library is following developments closely, while continuing to demonstrate the value it adds by operating efficiently, expanding its reach, and being responsive to growing needs in a time when the work to bridge digital, social, and economic divides is increasingly urgent.

The second installment of the Library's 2020 provincial operating grant was received in late September. While this grant has traditionally been deposited as a lump sum in the first half of the fiscal year, 2020 is the second year in a row in which the grant has been divided into two installments, the second of which arrives in the third or fourth quarter. Provincial funding accounts for approximately 10% of the Library's operating revenue.

The Public Library Services Branch continues to work on improvements to provincial Interlibrary Loan (ILL) service. Recent changes include allowing items that have a 'shelving' status to be requested and piloting a potential delivery solution for ILL requests among academic and public libraries, leveraging a partnership among NEOS Libraries, the University of Alberta, and

Edmonton Public Library. A similar solution for libraries within the Calgary region has not yet been developed.

Libraries across North America are embarking on conversations with public health officials about guidelines that recommend multi-day quarantining of books when returned to the Library. The logistics of quarantining hundreds of thousands of books at a time are substantial and negatively impact service. At the same time, evidence is building that there is an exaggerated risk of virus transmission by fomites.¹ Some jurisdictions are reducing or eliminating quarantining, for instance in British Columbia where the Centre for Disease Control has issued new guidelines that do "not require libraries to quarantine...loaned items".² Alberta's Public Libraries Services Branch has committed to taking this question to public health officials to assess if the guidance currently appearing on the GOA website recommending the quarantining of books might be adjusted in light of emerging evidence and leading practices.

On November 12, the Alberta Government shared new measures to respond to the ongoing COVID-19 pandemic. Although none of the new measures were directed at existing Library operations, the Executive Leadership Team took the following steps to further reduce risk and maintain as much public service as possible:

- Employees in administrative and back of house spaces were asked to work remotely as much as possible to reduce total capacity on-site and support physical distancing.
- All in-person programs and events planned in locations have been suspended until November 27.

The Calgary Public Library team continues to perform with impressive resilience and dedication in this continuously evolving public health environment. Critical updates resulting from changes in public health guidance that impact library operations or services are provided directly to employees and the public as soon as they are available.

Operational Highlights

The In-Library Experience

All Library locations continue to practice metered access with reduced capacity limits. With the return to school, some locations are hitting capacity limits more frequently, with line-ups outside the door. The Library saw a 29.5% increase in visits to physical locations from August to October, the first three full months all libraries were open across the system.

As patrons return to locations there is a growing need for quiet study space and more room for physical distancing. As a result, the Library has been piloting the reopening of some quiet study rooms and a limited number of bookable meeting rooms. The locations involved in the pilots all report steady use of the new spaces and strong compliance with public health measures.

Employees and visitors report that they feel safe in Library locations during this challenging time. A patron of Giuffre Family Library recently shared the following feedback: "I wanted to thank all the staff...for their continued efforts to create a safe, warm community space in the midst of a

¹ Goldman, Emanuel. (2020). Exaggerated Risk of Transmission of COVID-19 by Fomites. *The Lancet*, Vol. 20(8), 892-893. [https://www.thelancet.com/journals/laninf/article/PIIS1473-3099\(20\)30561-2/fulltext#articleInformation](https://www.thelancet.com/journals/laninf/article/PIIS1473-3099(20)30561-2/fulltext#articleInformation)

² British Columbia Centre for Disease Control. (2020). *Libraries*. <http://www.bccdc.ca/health-info/diseases-conditions/covid-19/community-settings/libraries#Information--for--Operators>

pandemic...I feel very safe in the library right now and am grateful that it is open.” At Crowfoot Library, a patron commented: “If anyone does not understand the value of the library all they need to do is live through COVID and lockdown to know how important the library is.”

Contactless Service

Continuing to provide options for contactless services virtually, in-location, and in the community allows patrons to choose their own experience based on their needs and comfort level.

Library Hotline has expanded its service, answering more than 7,200 questions in October, averaging 240 interactions per day. Contacting the Hotline by phone is still the preferred method, with 6,000 conversations occurring by phone, and the rest by email or live chat.

Curbside service continues at most locations, with members often requesting staff to add on a pre-made *Quick Pick* bag when picking up holds. Other patrons continue to enjoy the Library’s *Build a Book Bag* service. From an operational perspective, many locations note the value of curbside service as an option to manage capacity and lines.

A form of contactless service delivered in the community is deposit collections. On October 22, the *Libraries in Residence* program delivered the largest number of individual orders in the history of the program. On that day, 31 bags of books were delivered to a variety of care homes throughout the city. Demand for this service is growing robustly.

Programming Highlights

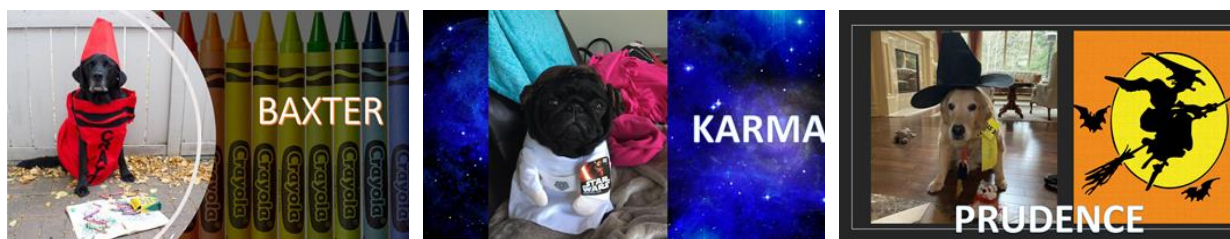
The Library has begun to offer outdoor programs and piloted targeted programs in-location to provide additional service, while adhering to public health measures. Examples of in-person programs delivered outdoors include story times at multiple locations, a program for grade 2 students at Crowfoot, and a Halloween Pet Costume Parade in partnership with Calgary Expo in Memorial Park. Indoors, the Library is working within public health guidelines to test drive programs such as a physically distanced book discussion group at Signal Hill and the *Third Action Film Festival*, a hybrid program attracting 23 people at Central and 170 online.

Virtual programming output and participation continues to grow, particularly in partnerships. The Library hosted a number of high-profile online events including *Think Big: Cannabis and the Brain*, *Philosophy Now*, and *The Latest Research On...* with the University of Calgary’s Hotchkiss Brain Institute, Department of Philosophy, and Knowledge Engagement Team respectively. Working with Calgary Catholic Immigration Society, the Library is offering *Canadian Immigration, Law for Newcomers* and *How to Build a Good Credit History in Canada*. A key focus is providing online programs designed to help during COVID-19, such as *Personal Finance: Survive, Thrive After Job Loss*, *Take a Stand Against Family Violence*, and *Yoga at Home*. Health programming is also a trend, and the Mini-Medical School series is going well with a recent session having over 260 registrants.

Using online programming kits developed by Service Design, more locations across the system can now host their own virtual programs. Indeed, some locations are beginning to use program rooms as broadcast studios, to live stream to participants. Online *Family Storytime* has an average of 41 participants, with an impressive attendance to registration ratio of 80%. *Baby Rhyme Time* has an average of 27 participants, with an attendance to registration ratio of 72%.



Among the popular in-person programs that have transitioned to virtual is Story PALS, which incents children to practice reading by providing them with a safe environment in which they can read to very appreciative dogs. Registration numbers have continued to increase. The Library even offered a special Halloween edition, in which volunteers submitted photos of the dogs in costumes which were used throughout the program.



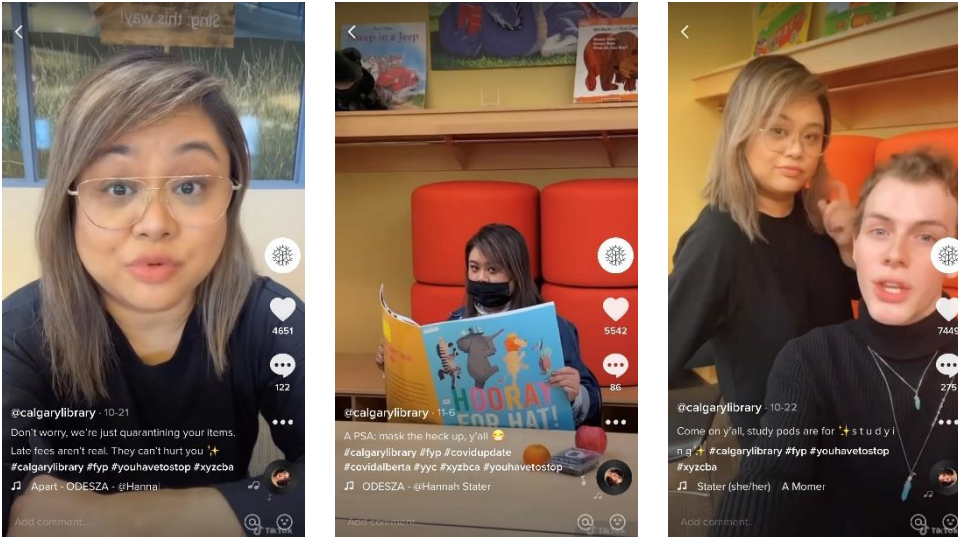
Activating Collections Online

The Digital Library continues to outperform expectations and drive website traffic. In October, Overdrive circulation was 294,057, an increase of 28% from the same time in 2019. By the end of the month, digital checkouts in Overdrive surpassed 2.8 million and we continue to be on track to exceed 3 million checkouts by the end of 2020. The largest area of growth continues to be in children's materials with an increase of 74% over October 2019. Supporting students, *Brainfuse HelpNow* sessions jumped 83% from September (3,496) to October (6,403), compared to last year's total of 2,407 sessions. In addition, the database of learning tools (e.g. flash cards) provided with Brainfuse was accessed over 20,000 times.

Activating Library archives through virtual Calgary's Story programming is a new opportunity. The Library recently developed a new Virtual Escape Room based on the Baker Memorial Sanatorium history. While most of the images were taken from the Williams & Harris Shared History Centre, some images were also provided by the Glenbow Western Research Centre who were happy to partner with us on this project.

Digital Platforms

Last spring, the Library began exploring Tik Tok as a new way to reach teens and young adults. The marketing team worked with social media ambassadors across the system to play with this new format. To date we have 2,268 followers, have received 23,202 total likes on our videos, and have earned 185,519 video views in the past month. Recently, two staff, Anne Claire and Cody at Shawnessy, have become our breakout stars, amassing tens of thousands of views in a matter of hours.



The Library continues to produce high-quality content that extends the Library experience in new ways. From October 1 to November 16, our highest performing content on YouTube remains the Treaty 7 Land Acknowledgement for children, with over 12,331 unique views since it was published. Though just 2 minutes 42 seconds long, it has been watched for 341.8 hours total, which speaks to this video's utility as an evergreen teaching tool.

A new content opportunity that emerged this fall is the recording of live events. Despite minimal promotion after events become available on YouTube, the on-demand playlist has amassed 1,538 total organic views, and 223.3 total hours of watch time to date. At approximately 170 views on average, these videos prove they are as well "attended" as a regular in-person rendition of these events would be. With further promotion, we believe that they can become even more popular.



Website traffic remains steady with the articles like What to Know Before Visiting the Library and Learn Something New from Home with Your Library Card being the most popular. Other notable articles that received thousands of views include roundup articles about free resources to access from home and resources for students as well as articles on Rosetta Stone and Lynda.com that helped our audience learn more about those tools. Since March 13, the Digital Library page alone has had more than one million pageviews.

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

Inclusion

On October 22, Calgary Public Library was presented with *The Award for Accessibility* for the 2019 Calgary Awards in recognition of features at Central Library. Library leadership visited City Hall for the small presentation and participated in a video vignette highlighting the accessibility features of Central Library and noting the changes made since opening to further reduce barriers to service.



Calgary Public Library is also proud to have been selected as a recipient of a Disability Employment Awareness Month (DEAM) Award for unique contributions in making inclusive employment possible. The Library was recognized for cultivating a welcoming and supportive work culture for employees with developmental disabilities. Working with Inclusion Alberta, the Library has a track record of attracting, developing, and retaining individuals with intellectual disabilities in meaningful library positions related to their skills and experience.

Reconciliation

Through a community-wide call and selection process by an all-female art selection committee, Indigenous Placemaking Artists/Artist Teams were selected for the third phase of the Library's Indigenous Placemaking initiative, supported by Suncor Energy Foundation. This call sought people from traditionally under-represented or marginalized groups, specifically women, individuals self-identifying as women, and LGBTQ2+ and non-binary community members. Works will be created for Saddletowne, Crowfoot, Shawnessy, and Seton with the aim of sharing historical and cultural stories of the Treaty 7 nations. As a first step, selected artists / artist teams will finalize project ideas and visuals following cultural protocols, including community engagement, meetings with the Elders' Guidance Circle, and cultural consultation.

Two virtual events were created in partnership with the University of Calgary for Orange Shirt Day. The afternoon event included stories from Piikani Elder and University of Calgary's Traditional Knowledge Keeper in Residence, Dr. Reg Crowshoe, and Kainai Elder Jackie Bromley; they shared experiences from the Canadian residential school system. More than 200 people registered for the evening event which included a tribute to Richard Wagamese by Jared Tailfeathers, a screening of *Indian Horse*, and a smudge facilitated by Elder Kerrie Moore.

The Library launched the *Elders Storytellers Series* to make aspects of the Elders' Guidance Circle accessible in a virtual environment. This program delivers authentic perspectives from Treaty 7 nations and the urban Indigenous community. Some of the Elders and Knowledge Keepers who have participated include Alice Kaquitts, Adrian Wolfleg, Professor Alfred Youngman, Treffrey Deerfoot, Carol Mason, and Clarence Wolfleg.

Métis Week kicked off on November 14 with a series of online events celebrating Métis history, art, and music, in partnership with Métis Nation of Alberta Region 3 and Métis Local 87.

Connection

The Wellness Desk launched in partnership with Wood's Homes. The pilot offers a welcoming and safe opportunity for people to seek assistance with mental health concerns and responds to the increasing community need for mental health and addictions supports during the pandemic. Mental health professionals offer free professional mental health care and community referrals onsite at Central Library. To date, the top three presenting concerns for clients were COVID-19 related anxiety, general mental health symptoms of anxiety and depression, and addictions concerns. 97% of Wellness Desk clients have reported having a clear next step and feeling better equipped with support and knowledge. There has been tremendous response from the community to this service and requests for information regarding the service model and partnership process have come in from a variety of community serving organizations.

Residency programs continue with a hybrid approach.

- Daniel Pelton, a performer in classical, jazz, and contemporary music, is the Library's first Composer in Residence. The program has been in demand particularly with high school students looking to supplement their music education during the pandemic. As part of his residency, Daniel will be composing original music that the Library can use in programming and a longer performance piece inspired by the Library. The program is supported by SunLife Foundation and runs until December 18.
- Lori Hahnel, the Library's latest Author in Residence launched her fourth book of fiction in late October. Media coverage of Lori's book and residency position, plus her reputation in the literary community, has resulted in her consultation calendar quickly filling up. Lori is also offering writing workshops and a collaborative program on fictionalizing history with University of Calgary's Writer in Residence, Meg Braem, and the Library's Historian in Residence, Shaun Hunter.

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

Early Literacy

The Library announced the launch of *My First Bookshelf* in partnership with Dolly Parton's Imagination Library. My First Bookshelf is a free program that sends personalized books every month to children ages 0 to 5, from the time they register until the month of their fifth birthday. This initiative encourages early literacy and allows families to build their home library at no cost. *My First Bookshelf* is an opportunity for the Library to form relationships with families registered in this program as part of a broader early learning strategy. The pilot will serve 1,000 children initially, in the communities of Village Square and Forest Lawn.

The Library began offering virtual sessions of *Reading with Royalty*, co-facilitated with Calgary Pride. The model for the online program follows the structure of in-location programs and includes adaptations designed for virtual story times, highlighting e-books and using a document camera to ensure an engaging storytelling experience for children and families.

Learning

In partnership with Edmonton Public Library, *Kitchen Table Classroom* is a new series to support learning at home. The first session featured guest speakers for a discussion on reading levels

and book choices for learning to read at home. Parents taking part had an opportunity for Q&A and were asked to provide ideas for future webinars.

To recognize Media Literacy Week (October 26 – 30), the Library launched an online game developed in Kahoot to encourage kids test their media literacy skills. The program builds on the in-school program, *Info Investigators*, which is being translated into a new virtual classroom experience to teach media literacy, source verification, and research basics using eResources.

New programs for teens include a science fiction writing class in partnership with University of Calgary; BiblioBoard's PressBooks product is being employed to support students in designing and publishing their writing. Take Home *Teen Wellness Kits* were piloted in November. These kits support mental health and wellbeing during a difficult time. Kits include supplies and equipment needed for a creative activity, accompanied by evidence-based wellness strategies or exercises. Next year, the Library hopes to expand the service throughout the system.

Empowerment

The Library continues to advance its work supporting digital access and equity through new programs and services and is looking to enhance the current technology loan program at the Library. New laptops with larger screens to enhance the user experience have been ordered, surveys have been distributed to community partners participating in the current loan program to gather information about technology needs and barriers, and new loan parameters to support individual and program-specific loans are being developed.

The Library has been invited to be on the Partner Advisory Board for Bibliocommons to help ensure that products and services are supporting the needs of public libraries, while planning for the future of the online library experience. Advisory Board members will meet twice a year to share input and feedback for the product roadmap and other Bibliocommons services, as well as share updates on public library priorities and trends. This is an opportunity for the Library to advocate for patron needs and collaborate with others in the sector.

Unapproved Minutes
Governance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Wednesday, October 7, 2020
5:30pm

In Attendance:

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

I. Treaty 7 Opening

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

II. Review of Agenda

MOVED by Ms. Phu and seconded by Mr. Rodych that the agenda be approved as presented.

Carried unanimously

III. Approval of Minutes

The committee agreed to rephrase section VII of the minutes to read, "Pekarsky has submitted 13 qualified candidates to be reviewed by the recruitment sub-committee in September. Interviews of the short-listed candidates will be conducted over Microsoft Teams in September."

MOVED by Mr. Rodych and seconded by Ms. Phu that the minutes of the September 9, 2020, Governance Committee meeting be approved with the agreed revisions.

Carried unanimously

IV. Business Arising from Minutes

None.

V. CEO Evaluation Survey Questionnaire

Ms. Hutchinson shared insights provided to her by Mr. Mehta in his absence. With the list of questions having now been finalized, the committee agreed that this year's evaluation would be conducted as a high-level questionnaire and that the following year would employ a more intensive 360-style review process, with the two evaluation styles alternating each year thereafter.

Task	Responsible	Deadline
Questionnaire to be distributed to board members with the results to be collated and presented to Mr. Asberg in a timely manner.	Mr. Mehta	October 30, 2020

VI. Team Charter

Ms. Hutchinson reviewed a draft document she circulated separately from the agenda package before the meeting. Mr. Rodych and Ms. Phu felt that the draft presented a positive first step in articulating how the work of the Board can create and promote a diverse, accessible, and inclusive environment at the Library from the top down. Through discussion, committee members clarified that the charter should be considered distinct from a Diversity and Inclusion policy, focused on guiding the work of the Board rather than the organization. As a next step, it was determined that it would be beneficial to engage other committee members to review and further develop the purpose and intent of the charter and draft guiding principles. In addition, committee members recommended that the development of a distinct Diversity and Inclusion policy within the Board Policies document should be considered as part of the 2021 Governance Workplan.

Task	Responsible	Deadline
Committee to review and further develop the purpose of the Team Charter and guiding principles as part of the 2021 Governance Committee workplan.	Committee	2021
Continuing work on the Team Charter and Consideration / Development of Diversity, Inclusion and Anti-Racism Policy to be added as a suggestion for the 2021 Workplan.	Administration	November 25, 2020

VII. Strategic Alignment of Bylaws and Policies

Library Membership

The Committee agreed to the deletion of the second, third, and fourth paragraphs of the policy as those items are within the scope of the Library's *Membership Agreement*.

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	November 18, 2020 Board package submission

Suspension and Revocation of Library Privileges

The committee agreed to insert “or designate” after “Chief Executive Officer” to reflect current Library practices.

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	November 18, 2020 Board package submission

Confidentiality of User Records

After asking clarifying questions about the types and amounts of records created and maintained with regard to Library members, the committee agreed that no changes are necessary to this policy.

Public Access Network

The committee observed that the Canadian Library Association has been renamed the Canadian Federation of Library Associations and asked that the policy be revised to reflect the change. This change will also be made in other policies as required.

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	November 18, 2020 Board package submission

VIII. 2020 Board Survey

The committee reviewed the process and list of questions from the survey’s implementation at the end of the 2019 board year. While it was agreed that some areas were in need of review/revision, the committee agreed to implement as-is this year to ensure the evaluation could be sent out on time, then use the feedback on the survey results to begin reviewing the questions and format early in 2021.

Task	Responsible	Deadline
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Send out confidential survey as-is to board members in late October with results to be reviewed at the November 2020 board meeting.	Administration	November 18, 2020 Board package submission
Add survey review as a suggestion to Q1 2021 in the Governance Committee workplan.	Administration	November 25

IX. Review of 2020 Workplan

The committee reviewed the 2020 workplan and identified which action items remain unfinished going into 2021. Completion status was updated for each outstanding item.

Task	Responsible	Deadline
Add 360-style CEO evaluation, survey revisions, team charter, diversity, inclusion, and anti-racism policy as suggestions to the 2021 workplan.	Administration	November 25, 2020

X. Other business

None.

XI. Adjournment

MOVED by Ms. Hutchinson and seconded by Mr. Rodych that the meeting be adjourned at 7:00 pm.

Transcribed by Ms. Amanda Robertson

Ms. Janet Hutchinson, Chair
(Signed)

Board Policy Review Summary of Changes November 2020

No Revisions Necessary

The Governance Committee reviewed the policies remaining in the 2020 Board Policy Review and found that the following policy was not in need of any updates:

- *Confidentiality of User Records*

The Audit & Finance Committee provided a review of the policies related to risk and finance and found that the following policies were not in need of any updates:

- *Signing Authority*
- *Annual Audit*
- *Debt*
- *Investing*
- *Risk Management*
- *Insurance*

New Revisions Proposed

Revisions were deemed necessary in the following policies:

<p><i>Library Membership</i> (Governance Committee)</p>	<ul style="list-style-type: none"> • Removed: “The Library Member named on a Valid Library Membership shall be the only person who may use the membership. Loss or theft of a Valid Library Membership shall be reported immediately to the Library. The Library Member shall be responsible for all Library Materials borrowed and all charges attributable before the loss or theft is reported.”
<p><i>Suspension and Revocation of Library Privileges</i> (Governance Committee)</p>	<ul style="list-style-type: none"> • Added “or designate” to allow the Chief Executive Officer to delegate his right and responsibility to review appeals of any suspensions or revocations.
<p><i>Public Access Network</i> (Governance Committee)</p>	<ul style="list-style-type: none"> • Updated references to the Canadian Library Association with its new name, the <i>Canadian Federation of Library Associations</i>.
<p><i>Liability Insurance for Board Members</i> (Audit & Finance Committee)</p>	<ul style="list-style-type: none"> • Removed “consistent with advice from the Library’s insurance providers” to allow flexibility and to prevent conflict of interest posed by all advice and products being obtained from the same provider.

Library Membership

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

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

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

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

Category	Library Premises Use and Safety
Statutory	No
Approval History	2020. 2015
Approval	Janet Hutchinson

Suspension and Revocation of Library Privileges

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

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

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

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

Category	Library Premises Use and Safety
Statutory	Yes
Approval History	2020. 2015
Approval	Janet Hutchinson

Public Access Network

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

Access to the Network is governed by the Library's *Public Access Network Terms of Use*.

Intellectual Freedom

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

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

Parental Responsibility

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

Category	Library Premises Use and Safety
Statutory	No
Approval History	2020. 2016. 2015.
Approval	Janet Hutchinson

Liability Insurance for Board Members

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

Category	Board
Statutory	No
Approval History	2020. 2015
Approval	Janet Hutchinson

No Changes:

Confidentiality of User Records

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

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

Category	Library Premises Use and Safety
Statutory	Yes
Approval History	2015
Approval	Janet Hutchinson

No Changes:

Signing Authority

The Board delegates to the Chief Executive Officer signing authority and responsibility for matters necessary for the management of day-to-day operations according to a *Delegation of Authority Matrix for Employees* contained in Administrative Policies.

Category	Finance
Statutory	Yes
Approval History	2015
Approval	Janet Hutchinson

No Changes:

Annual Audit

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

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

Category	Finance
Statutory	Yes
Approval History	2015
Approval	Janet Hutchinson

No Changes:

Debt

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

Category	Finance
Statutory	Yes
Approval History	2015
Approval	Janet Hutchinson

No Changes:

Investing

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

Permitted investment vehicles include the following:

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

Category	Finance
Statutory	Yes
Approval History	2015
Approval	Janet Hutchinson

No Changes:

Risk Management

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

Category	Finance
Statutory	No
Approval History	2015. 2017.
Approval	Janet Hutchinson

No Changes:

Insurance

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

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

Category	Finance
Statutory	No
Approval History	2015
Approval	Janet Hutchinson

Unapproved Minutes

Strategy and Community Committee

Online via Microsoft Teams

Wednesday October 14, 2020

5:30 pm

In Attendance:

Board	Administration
Ms. Haritha Devulapally (Chair) Ms. Sandy Gill Ms. Janet Hutchinson Mr. Robert Macaulay Ms. Jocelyn Phu Ms. Shereen Samuels Regrets: None.	Mr. Mark Asberg, <i>CEO</i> Ms. Mary Kapusta, <i>Director, Communications</i> Mr. Paul Lane, <i>Director, Corporate Services</i> Ms. Sarah Meilleur, <i>Director, Service Delivery</i> Ms. Heather Robertson, <i>Director, Service Design</i> Guests: Ms. Kristen Duke, <i>Service Design Lead</i> Ms. Genevieve Luthy, <i>Manager, Service Design</i> Mr. Trevor Myers, <i>Business Analyst</i> Ms. Carolyn Reicher, <i>Project Support Lead</i>

I. Meeting Opening

Mr. Macaulay respectfully opened the meeting with a Treaty 7 land acknowledgement.

II. Review of Agenda

MOVED by Ms. Phu that the agenda for October 14, 2020 be approved as presented.

Carried unanimously

III. Approval of Minutes

MOVED by Ms. Hutchinson that the minutes of the September 9, 2020 meeting be approved as presented.

Carried unanimously

IV. Business Arising

None.

V. Spotlight/Strategic Opportunities

A. Civic Engagement and Digital Storytelling

Ms. Luthy presented to the committee her report, Civic Engagement and Digital Storytelling, as it pertains to the priority of Connection within Calgary Public Library's strategic plan. The report described challenges and opportunities presented by the global pandemic in the context of programs and initiatives launched in 2020.

Ms. Luthy highlighted some of the key changes, including a reimagining of the Library's residency programs. Residencies have been expanded to include a songwriter and storyteller in residence as part of a newly redesigned author in residence program. Because of the reduced geographic barriers when introducing these programs in a digital format, the residency program enabled the Library to bring in guest artists from outside of Calgary and Canada to share songs and stories. The new storyteller in residence has been so successful that his term was extended into the fall. The author in residence program will be one of the Library's first hybrid programs with online workshops and one-on-one sessions available both virtually and in a socially distanced environment.

Updates were also provided on Think Big, a partnership with Hotchkiss Brain Institute, that resulted in a virtual program focused on the impacts of the pandemic on mental health. The event was well-attended by an engaged audience of over 170 participants and has opened the door to further opportunities with community partners who are seeking ways to provide virtual learning environments to their clients.

Another successful program this year was Let's Talk About Making Room, in partnership with d. talks, which featured panelists from across North America discussing equitable housing solutions in Calgary. Participants moved into virtual breakout rooms after the panel, which fostered an environment of civic participation and left participants feeling highly engaged.

Ms. Luthy also demonstrated one of the Library's newest digital collection and storytelling tools, BiblioBoard. Through the Library's website, users may now access features such as PressBooks, an e-book self-publishing tool; the Indie Author Project, an e-book platform featuring popular and local self-published authors; and the Creator tool, which is used to publish curated collections of digital resources, such as the Library's local historical maps or audio recordings of newcomers to Calgary sharing their family's stories. There is also a collection connected to the Storyteller in Residence program, where stories are being gathered from Calgarians to share memories from the time of Covid-19, Pieces of a Pandemic.

B. Early Learning Strategy Updates

Ms. Duke presented to the committee her report, Early Learning Strategy Updates, as it pertains to the priority of Early Literacy within Calgary Public Library's strategic plan. Ms. Duke reminded the committee about the Library's direction to keep Early Learning Centres closed after physical locations re-opened due to the high-touch nature of those areas. As public health measures shift, the Library has been working with representatives from other organizations such as Telus Spark and Calgary Zoo, as well as internal stakeholders, to determine best practices for re-opening elements of these spaces.

Ms. Duke highlighted some of the opportunities for restoration work completed within the ELC spaces while Library locations were closed due to the pandemic. This refresh included some

infrastructure swaps between locations in response to observations and learnings since ELCs were first introduced in 2017.

The report also shared positive stories about introducing new versions of existing programs, such as outdoor in-person Storytime and virtual Baby Rhyme Time. The reintroduction of these programs in the midst of the pandemic have received a warm response from members.

The Story Truck program, as it operated before the pandemic, was unable to provide a socially distanced space for participants. As a result, this program has been reintroduced with the truck dropping off deposit collections of books to day homes. The books have been curated not only for early learners but also with their older siblings in mind.

Ms. Duke also highlighted the new Play Professor position that has been introduced at the Library. Ms. Anne Cloarec has been contracted to help facilitate community engagement work that will connect the Library with more families that may not have been actively engaging with available services. Through the work done in this role, the Library intends to identify further methods for fostering early literacy through play.

Ms. Robertson responded to questions by the committee regarding the continuous changes to service and program offerings made by the Library, including the new Wellness Desk that was introduced in October to connect Calgarians with mental health and wellness resources.

MOVED by Ms. Phu and seconded by Ms. Samuels that the Civic Engagement and Digital Storytelling and Early Learning Strategy Updates reports be accepted as presented.

Carried unanimously

VI. Strategic Scorecard Update for Q3 2020

Mr. Myers presented the Q3 2020 Strategic Scorecard update. In Q3 of each year, “How Much” are the only measures reported to the committee. Mr. Myers reviewed the staggered re-openings that occurred at all locations through Q3, with the last branches being re-opened by July 20, 2020.

Circulation, including both physical and electronic materials, increased significantly from Q2 in line with the branches re-opening to the public and nearly reached the target. Electronic circulation decreased slightly from Q2 2020 but was still above Q3 in previous years.

Virtual learning was the only measure that hit target in Q3 despite decreasing slightly from the previous quarter. The decrease was expected due to annual trends of less self-directed learning over the summer months. Computer and wireless use were down significantly, though these are dependent on computer availability in locations. Many workstations have been closed with shorter stays being encouraged to facilitate social distancing. These numbers are increasing since libraries re-opened and will likely plateau as libraries are more consistently reaching capacity limitations.

Programs have been offered predominantly online along with outdoor in-person events and are still significantly below targets. Online programs are expected to increase as the Library

continues to introduce those offerings, though outdoor events will likely decrease over the colder months in Q4 2020 and Q1 2021.

There were 72 book deposits made to day homes as part of the redesigned Story Truck program, though these were not included in the scorecard as they were not traditional Outreach events wherein programming is delivered to the public outside of the Library. By that metric, the only Outreach event hosted in Q3 was an outdoor Reading with Royalty program, which was delivered to 30 participants.

Mr. Myers advised that scorecard data points have been trending upwards overall. Administration advised the committee that the Library's forward-looking practices are expected to allow program offerings to pivot quickly depending on changing conditions as the pandemic continues.

MOVED by Mr. Macaulay and Ms. Phu that the Strategic Scorecard Update for Q3 2020 be accepted as presented.

Carried unanimously

After a request made by the committee during the September 9, 2020 meeting, Mr. Lane presented the results of the 2019 Spring Pulse Survey conducted by the City of Calgary, which is designed to measure the change in public sentiment towards City services. The measures shared by Mr. Lane included "how important is", "how satisfied are you with", and "should the City invest more, less or the same amount on" the Library and other services.

83% of respondents said the Library was Very or Somewhat Important to them in 2019, which was a decrease of 1% from the same period in 2018. 95% of respondents said they were Very or Somewhat Satisfied with Library services, which had increased 2% from 2018. Regarding funding, 21% of respondents said to increase funding, 64% said to maintain current levels, and 15% said to decrease funding. This represented a decrease of 3% for those in favour of more funding. For context, Mr. Lane advised that this survey had been conducted shortly after the new Central and Seton locations were opened. Paired with the economic downturn, the decreased interest in more funding was not an unexpected result.

VII. 2020 Workplan Review

The committee reviewed the 2020 workplan and determined that all applicable reports had been gathered and tasks completed.

VIII. Other Business

Member at Large

Ms. Hutchinson advised that the Library Board bylaws allow for an external Member at Large to participate in meetings, including Strategy & Community committee meetings. She suggested that in 2021, the Board consider recruiting active community members to join as Members at Large both to increase the public's understanding of the work done by the Library and to facilitate a strategic succession plan wherein potential Board members are provided with exposure to Library governance. s.

Departing Committee Members

The committee expressed appreciation to Ms. Hutchinson and Mr. Macaulay for their years of dedicated service to the Calgary Public Library Board.

IX. Adjournment

MOVED by Ms. Samuels and seconded by Ms. Phu that the meeting be adjourned at 7:15 pm.

Transcribed by Ms. Amanda Robertson

Haritha Devulapally
Chair

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Online via Microsoft Teams
Tuesday, October 20, 2020
5:30 pm

In Attendance:

<u>Board</u> Mr. Andrew Rodych (<i>Chair</i>) Ms. Sandy Gill Mr. Rob Macaulay <u>Regrets</u> Ms. Haritha Devulapally Mr. Avnish Mehta	<u>Administration</u> Mr. Mark Asberg, <i>CEO</i> Ms. Katrina Ducs, <i>Financial Services & Procurement Lead</i> Mr. Chae Jun, <i>Controller</i> Mr. Paul Lane, <i>Director, Corporate Services</i> Ms. Sarah Meilleur, <i>Director, Service Delivery</i> Mr. Trevor Myers, <i>Business Analyst</i> <u>Guests</u> Ms. Ivana Cvitanusic, <i>Deloitte Canada</i> Ms. Harman Gill, <i>Deloitte Canada</i> Ms. Nicole Hiscock, <i>Deloitte Canada</i>
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I. Treaty 7 Opening

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

II. Review of Agenda

MOVED by Ms. Gill that the October 20, 2020 Audit and Finance Committee meeting agenda be approved as circulated.

Carried unanimously

III. Approval of Minutes

MOVED by Ms. Gill that the minutes of the July, 2020 meeting be approved as circulated.

Carried unanimously

IV. Business Arising

None.

V. Audit Plan Review

Ms. Gill, Ms. Cvitanusic, and Ms. Hiscock were introduced to the committee as representatives of Deloitte Canada, an independent auditor selected by the City of Calgary to examine Calgary Public Library's year-end financial statements. Deloitte reviewed the proposed audit plan, which had been circulated to the committee prior to the meeting, including an overview of their methodology as well as the estimated risk profile and costs with caveats considered for the audit to be conducted remotely.

In response to committee members' questions about the risk of fraud or misdirection in attempts to conceal fraud, Deloitte shared a brief overview of their proprietary process for identifying potential instances of fraud for closer scrutiny.

Deloitte advised that there may be additional costs over and above the proposed estimate associated with the 2020 audit. These were described as any fees resulting from unexpected additional efforts and processes implemented because of differences in Library accounting due to the global pandemic. Due to the uncertain nature of this potential discrepancy from the original proposal, Deloitte did not provide a verbal commitment to a maximum additional fee.

Mr. Rodych reminded those assembled that, per the 2020 revision to the Audit and Finance Committee mandate, the audit plan may be approved at the committee level. Mr. Rodych recommended that the committee approve the audit plan, including any additional fees up to a 10% variance from the original estimate. The committee agreed that any fees exceeding that variance must be submitted to the board for approval.

Task	Responsible	Deadline
Notify the board of the decision to approve the audit plan with a variance of up to 10 per cent before board approval will be requested.	Mr. Rodych	October 31, 2020

MOVED by Mr. Macaulay that the 2020 Audit Plan be approved with a variance of up to 10 per cent after which additional approvals shall be sought from the Calgary Public Library Board.

Carried unanimously

VI. Risk Register Review

Mr. Myers presented the Q3 2020 Risk Register. Nine risk factors are tracked for the purposes of this report. Of those nine, four are in the low risk (green) range: Active Memberships, Volunteer Support, Net Financial Assets, and Fraud. Two are in the medium risk (yellow) range: Municipal Grant per Capita and Community Libraries Incidents. Three are in the high risk (red) range: Building Visits, Website Visits, and Central Library Incidents.

Mr. Myers highlighted the Volunteer Support value, which is calculated by comparing the number of volunteer placements to the number of available volunteer opportunities. The number is unusually high at 100 per cent as opportunities left unfilled due to the pandemic were not counted.

The Municipal Grant per Capita is based on 2019 population data as the 2020 census was not completed. The measure for this number fell into the medium risk category but was near the threshold for high risk. By management estimates, had the 2020 numbers been available to calculate this value, it would have been pushed into high risk due to there being fewer dollars available for what is likely a higher population figure.

Building Visits have increased but remain considerably lower than previous years due to the pandemic. Despite this, many locations are regularly reaching capacity and experiencing queues for entry, indicating a strong desire for Library services.

Website Visits are approximately 25 per cent lower than the same period in 2019. Drivers of website traffic such as program registration continue to be negatively impacted by reduced in-person services.

Regarding Community Libraries Incidents, the current value is measured at 1.53 incidents for every 10,000 visits. There has been an increase at all library locations of verbally abusive and threatening comments, consistent with the experience of City staff and symptomatic of the ongoing pandemic.

Central Library Incidents are significantly higher than usual – up from approximately four incidents per 10,000 visits to 10.76 in Q3 2020. Approximately 60% of those incidents have occurred outside of the Library and of those, approximately 30% occurred outside of Library hours. To mitigate these incidents, the Library is continuing to develop and maintain partnerships with local organizations and committees, including the *9 Block Security Pilot* initiated by the Mayor's office. Last week, the Library launched the Wellness Desk pilot at Central Library to provide holistic wellness supports to vulnerable populations in the downtown area.

Ms. Meilleur provided additional context and advised that while the Library is not solely responsible for addressing the societal issues at play in these risk areas, there is a conscious effort being made to prioritize safety and wellness for staff and the public. The Library is providing supports and training to staff, providing a safe space for the public to go when there are so few options, and actively working with partners to identify innovative solutions for these broader issues in the city.

Mr. Macaulay suggested revisions to the Risk Register template. First, that these increases in security incidents be brought to the board's attention at their next meeting. Second, that the calculation for incidents be clarified in the document as "incidents per 10,000 visits". Third, that when the Risk Register tracked metrics are next considered for revision, that Circulation per Capita be replaced with or accompanied by Circulation per Member in order for the board to better understand how well the Library is serving its members. Fourth, that some refinement may be needed in how risk is calculated for the Municipal Grant per Capita after Q3 data shows that, while the grant decreased, expenses decreased significantly as well. Fifth, that the committee consider increasing targets for memberships per capita after the pandemic has either passed or the Library has normalized pandemic-era operations.

Task	Responsible	Deadline
Update the board on the increase in security incidents being experienced at all Library locations.	Administration	November 25, 2020
Clarify language in the Risk Register template so all readers may understand that the incident values are calculated by dividing the number of incidents by 10,000 visits.	Administration	Q4 2020

MOTION by Ms. Gill that the Q3 2020 Risk Register be recommended as presented to the Calgary Public Library Board.

Carried unanimously

VII. Quarterly Financial Review

Mr. Jun presented the Q3 2020 Financial Review, beginning with the cash position forecast. The second half of the provincial grant was received in late September, which inflated the Library's cash holdings at the end of Q3. The forecasted cash position is \$9.2 million with surpluses expected for year-end.

Lifecycle spending is on track against the original budget with no significant changes.

Net financial assets remain positive at the end of Q3. The forecast for year-end is \$5.08 million.

The operating cash dashboard has been added to the controller's report and compares the operating expense ratios from 2019 with Q3 2020. There were no significant changes from 2019 to 2020 year-to-date.

Mr. Jun reminded the committee that as he had reported during the July 2019 Audit and Finance committee meeting, most financial controls at the Library have been administered electronically since 2019, so he did not anticipate a significant change to Deloitte's workload when completing the year-end audit. Controls have also been built directly into day-to-day processes to create a more easily examined audit trail. Other potential security risks that have arisen with the finance department spending more time working from home have been easily mitigated by steps such as moving the cheque printer into a more secured area. Large financial variances are also well-documented, such as the supporting payroll documentation available as backup to the salary expenditure decreases caused by temporary layoffs.

Regarding a \$2 million difference in accounts receivable from Q3 2019 to Q3 2020, Mr. Jun clarified that this was attributed to a change in timing of the Library having received the annual grant.

MOTION by Mr. Macaulay that the Audit and Finance Committee receive the Q3 2020 Controller's Report and Calgary Public Library Board's Financial Statements and Lifecycle Reports for the period ended September 30, 2020.

Carried unanimously

VIII. Policy Review

Liability Insurance for Board Members

The policy currently reads that, "The Library will maintain appropriate insurance for its Board Members consistent with advice from the Library's insurance providers." The committee agreed that insurance should be sought in accordance with the advice of professional providers, but that other sources should be consulted and the insurance should be periodically reviewed to ensure that no conflict of interest is posed by all advice and insurance products being obtained from the same provider. The committee agreed to remove the words, "consistent with advice from the Library's insurance providers."

Task	Responsible	Deadline
Amend policy as outlined above.	Administration	November 25, 2020

Annual Audit

The committee discussed whether it is necessary to revise the *Annual Audit Policy* to reflect the revised mandate allowing the audit plan to be approved at the committee level. As this is explicitly

documented in the Audit and Finance committee mandate, the committee determined that no revisions were required.

Debt

The committee determined that no revisions were required.

Investing

The committee determined that no revisions were required.

Risk Management

The committee determined that no revisions were required.

Insurance

The committee determined that no revisions were required.

MOVED by Ms. Gill that the policies reviewed by the Audit and Finance Committee be recommended to the Governance Committee for approval, subject to conforming revisions.

Carried unanimously

Task	Responsible	Deadline
Communicate the revised and unrevised policies to the Governance committee.	Mr. Rodych	November 25, 2020

IX. 2020 Workplan Review

The committee suggested that the liability insurance obtained by the Library for board members be reviewed periodically under “Other” items, beginning in the 2021 workplan.

Task	Responsible	Deadline
Add a review of the Library’s liability insurance for board members as a suggestion to the 2021 workplan.	Administration	November 25, 2020

X. Other Business

Mr. Macaulay suggested that in 2021, the Audit and Finance committee introduce into the full board agenda on at least one occasion, a more in-depth review of a chosen aspect of the organization's financial statements with the goal of improving general understanding. For example, the Library's accounting for capital assets – what is included, what is not, how it impacts the statements, and how it may be perceived by stakeholders.

Task	Responsible	Deadline
Add opportunities for detailed coaching on the Library's financial statements and risk register for members of the board not serving on the Audit and Finance committee as a suggestion to the 2021 workplan.	Administration	November 25, 2020

Mr. Rodych expressed appreciation on behalf of the committee to Mr. Macaulay for his years of service to the board.

XI. Adjournment

MOVED by Mr. Macaulay that the meeting be adjourned at 7:15 pm.

Transcribed by Ms. Amanda Robertson

Mr. Andrew Rodych,
Chair

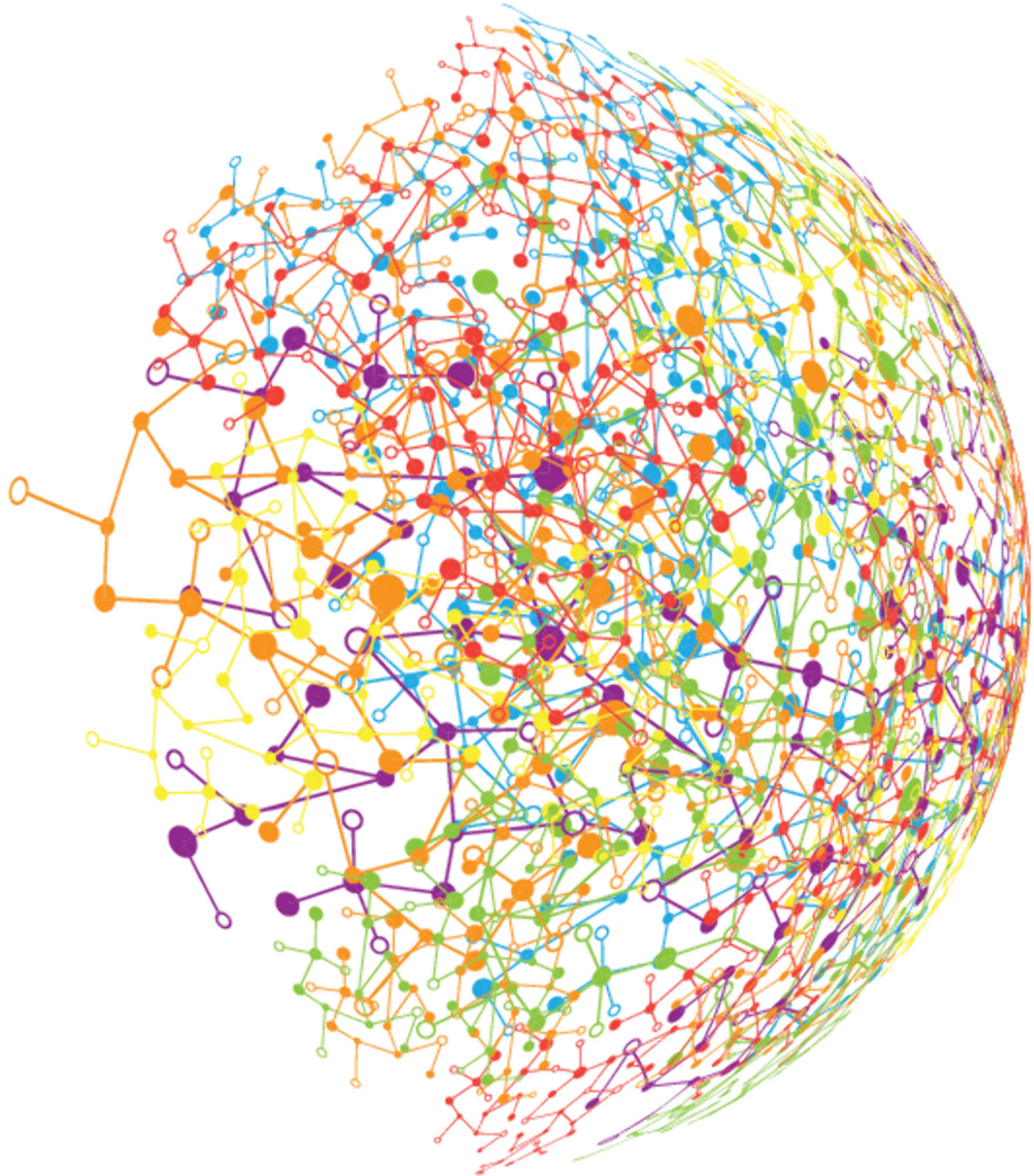
My fellow Board members,

On October 20, the A&F Committee met, at which we received the Audit Plan from Deloitte. As per the revision to the Committee mandate approved by the Board in January, the audit plan can, and consequently, was approved at the Committee level. However, the Committee wanted the Board to be aware, Deloitte has noted a "To Be Determined/TBD" potential overrun on budgeted costs due to COVID. This is not guaranteed to occur, but is possible. To best manage this in light of needing to approve the plan, the Committee approved the plan with a variance of up to 10% on the total audit budget. Should this variance max need to be exceeded, the Board will be alerted and approval will be sought. A further discussion of this can be seen in the unapproved minutes, Section 5, Page 2.

If you have any questions, please let me know.

Thank you,

Andrew Rodych
Chair, Audit & Finance Committee
Calgary Public Library Board



Calgary Public Library Board 2020 Audit service plan

For the year ending December 31, 2020
Presented to the Audit and Finance Committee
October 20, 2020

October 13, 2020

The Audit and Finance Committee of Calgary Public Library Board

2020 Audit service plan

Dear Audit and Finance Committee members:

We are pleased to provide you with our audit service plan for Calgary Public Library Board (the "Library") for the year ending December 31, 2020. This document describes the key features of our plan including our audit scope and approach, our planned communications with you and an estimate of our fees.

Our commitment to you is straightforward: we will provide you with outstanding professional services delivered by an experienced and dedicated team of specialists. Our professionals will continue providing you with best practices and insights to face the increasingly complex array of issues and challenges encountered by companies like the Library. At Deloitte, we are committed to helping the Library grow and successfully achieve its business objectives in today's ever-changing economy.

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 our audit service plan with you and answering any questions you may have.

Yours truly,



Chartered Professional Accountants

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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") prepared in accordance with Canadian public sector accounting standards ("PSAS") as at and for the year ending December 31, 2020. Our audit will be conducted in accordance with Canadian generally accepted auditing standards ("Canadian GAAS").

The terms and conditions of our engagement are described in the master services agreement dated October 16, 2018, and the draft confirmation of changes letter, which is included in Appendix 4. Our confirmation of changes letter should be signed on behalf of the Audit and Finance Committee and management.

Significant risks

Status

- 1 Management override of controls

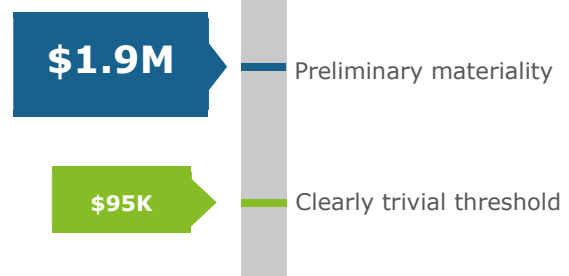


New from prior year



Continued from prior year

Materiality



Our preliminary estimate of materiality for the year ending December 31, 2020 has been set at \$1,900,000 (2019, \$2,000,000) on the basis of forecasted revenue. We will report to you any uncorrected misstatements greater than our current year clearly trivial amount of \$95,000 (2019, \$100,000). As part of our year-end audit procedures, we will revise materiality based on actual revenue.

Fraud risk

We will develop our audit strategy to address the assessed risks of material misstatement due to fraud. Determining this strategy will involve:

1. Asking people involved in the financial reporting process about inappropriate or unusual activity.
2. Testing a sample of journal entries throughout the period as well as adjustments made at the end of the reporting period.
3. Identifying and obtaining an understanding of the business rationale for significant or unusual transactions that are outside the normal course of business.
4. Evaluating whether your accounting policies may be indicative of fraudulent financial reporting resulting from management's effort to manage earnings.
5. Evaluating whether the judgements and decisions related to management estimates indicate a possible bias.
6. Incorporating an element of unpredictability in selecting our audit procedures.

We will also ask 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.

If we suspect fraud involving management, we will immediately inform the Audit and Finance Committee of our suspicions and discuss the nature, timing and extent of audit procedures necessary to complete the audit.

**Audit fees**

Audit fees	2020	2019
Audit	\$40,500	\$40,100
Audit procedures applied to the adoption of the new accounting standard	-	\$600
Additional audit procedures due to the impact of COVID-19*	\$TBD	-
Total fees	\$40,500	\$40,700

* Based on discussions with management, the full impact of COVID-19 on the Library's operations and financial results cannot be determined as at the date of issuance of this report. As such, once we have determined the full extent of the impact of COVID-19 on the 2020 audit, we will provide a fee estimate for any additional procedures required.

Significant audit risks

During our risk assessment, we identified some significant audit risks that will require special audit consideration. These risks, together with our planned responses, are described below. In performing our risk assessment, we have considered the risks identified by management in performing their risk assessment.

The following tables set out the significant audit risks that we identified during our preliminary planning activities, including our proposed response to each risk. Our planned audit response is based on our assessment of the likelihood of a risk's occurrence, the significance should a misstatement occur, our determination of materiality and our prior knowledge of the Library.

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

Management override of controls

Fraud Risk	YES	Analysis of risk	Planned audit response
Control Testing Planned	D+I	<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. This represents a fraud risk for the 2020 audit. 	<ul style="list-style-type: none"> We will discuss fraud with management. We will ask 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 will test a sample of journal entries made throughout the period and adjustments made at the end of the reporting period. We will evaluate the business rationale for any significant unusual transactions. We will determine whether the judgements and decisions related to management estimates indicate a possible bias, which included performing retrospective analysis of significant accounting estimates.
Level of management judgement			
Specialist, Expert or Innovation Involvement	Not applicable		

COVID-19 impact on the 2020 audit

Due to COVID-19, we have identified certain areas of our 2020 audit that will be directly impacted in comparison to previous years. These changes will have an impact to our audit in terms of nature, timing and extent of audit procedures that we will be required to perform. We have outlined below the significant changes identified to date; however, as the full impact of COVID-19 on the operations and financial results of the Library cannot be determined at this time, this list is not all inclusive and will continue to evolve as we progress through the 2020 audit.

- Identify audit risks specific to COVID-19 and plan audit procedures to address these risks.
- Increase communication with management throughout the year to understand the impacts and implications of COVID-19.
- Understand and apply audit procedures to any changes in processes and controls at the Library.
- Consider alternative methods to obtain audit evidence (scanned copies, electronic versions, video calls to walk through controls, analyses and questions) due to remote work arrangements.
- In the event that the governments continue to require social distancing, consider and plan to perform audit testing remotely, as required.

Throughout the year, we will work with management and continue to monitor for emerging risks as they occur and incorporate newly identified risks into our risk assessment process, if required. We will also monitor audit scope and timelines and adjust accordingly to ensure we meet reporting deadlines. We will inform the Audit and Finance Committee of any significant changes to our risk assessment.

Revised CAS 540, Auditing Accounting Estimates and Related Disclosures

Effective for audits of financial statements for periods beginning on or after December 15, 2019.

Drivers for the Revised Standard

- Changes in financial reporting frameworks and standards include a greater focus on complex accounting estimates, which highlights the importance of fostering professional skepticism.
- Need to improve communication and transparency between auditors and those charged with governance on complex accounting estimates.



What can you expect from your auditor?

Management

- Greater focus in assessing how management understands the nature, extent, risks and controls associated with accounting estimates.
- Varying audit procedures to drive work efforts based on assessed risk levels including consideration to adopt a control reliance approach to auditing accounting estimates.
- More interaction with management's experts.
- Specific written management representations.

Communication with the Audit and Finance Committee

- The Audit and Finance Committee can expect to have enhanced dialogue on accounting estimates. This may include the auditor's views and assessment of:
 - Significant qualitative aspects of the entity's accounting practices relating to accounting estimates and related disclosures.
 - Indicators of management bias.
 - Appropriateness of management's methods, assumptions and data used.
 - Significant deficiencies in internal controls around accounting estimates.

Appendix 1 – Audit approach

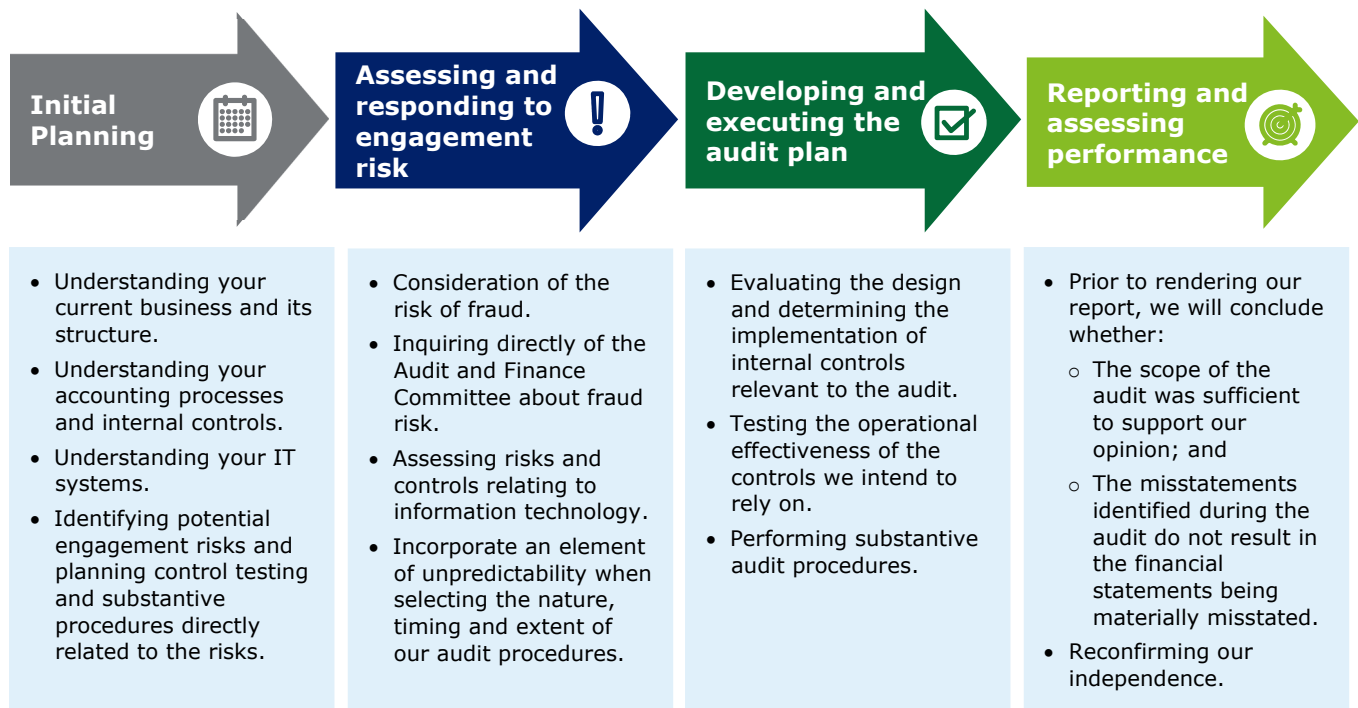
Deloitte's audit approach is a systematic methodology that enables us to tailor our audit scope and plan to address the unique issues facing the Library.



Delivering professional excellence

Focus area

Risk based audit	<ul style="list-style-type: none"> Deliver a customized risk assessment, focusing our attention and resources on the audit areas that are most relevant to the Library.
Confidential Information	<ul style="list-style-type: none"> Protecting the privacy and confidentiality of our clients and the firm is a cornerstone of the professional standards every Deloitte partner and practitioner commits to upholding every day. Deloitte employs technical, physical and procedural safeguards, including our Confidential Information Program, to appropriately safeguard your data before, during and after the course of the engagement.
Professional skepticism	<ul style="list-style-type: none"> Obtain a thorough understanding of the relevant facts and information available concerning new significant transactions or events, analyze reasonable alternatives, apply a questioning mindset and challenge management's assumptions. Perform a more rigorous review of potential contradictory evidence concerning new significant transactions or events.
Consultations	<ul style="list-style-type: none"> Consult with technical resources concerning new significant transactions or events, as necessary.



Focus area

Audit technology

- Deloitte Connect – Use Deloitte’s secure, online collaboration site to facilitate a two-way dialogue between the Deloitte team and the Library team to effectively manage engagement coordination and provide greater transparency allowing both management and auditor visibility over client request status.

Focus area

Processes

- Optimizing interim** - Proactively shift work forward from peak periods to our interim visit.
- Project management** - Enhance project management oversight and effective communications between the audit team and management.

The Audit and Finance Committee reporting

- The Audit and Finance Committee communications** – Harman Gill and Ivana Cvitanusic to meet with the Audit and Finance Committee to present the Audit Service Plan and the results of the audit.

Appendix 2 – Communication requirements

The table below summarizes our communication requirements under Canadian GAAS.

Required communication
Audit Service Plan
<ol style="list-style-type: none"> 1. Our responsibilities under Canadian GAAS, including forming and expressing an opinion on the financial statements. 2. An overview of the overall audit strategy, addressing: <ol style="list-style-type: none"> a. Timing of the audit; and b. Significant risks, including fraud risks. 3. Significant transactions outside of the normal course of business, including related party transactions.
Enquiries of those charged with governance
<ol style="list-style-type: none"> 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. 5. Any known suspected or alleged fraud affecting the Library. 6. Whether the Library is in compliance with laws and regulations.
Year-end communication
<ol style="list-style-type: none"> 7. Modification to our audit plan and strategy. 8. Fraud or possible fraud identified through the audit process. 9. Significant accounting policies, practices, unusual transactions and our related conclusions. 10. Alternative treatments for accounting policies and practices that have been discussed with management during the current audit period. 11. Matters related to going concern. 12. Management judgments and accounting estimates. 13. Significant difficulties, if any, encountered during the audit. 14. Material written communications between management and us, including management representation letters. 15. Circumstances that affect the form and the content of the auditor's report. 16. Modifications to our opinion. 17. Our views of significant accounting or auditing matters for which management consulted with other accountants and about which we have concerns.

18. Significant matters discussed with management.
19. Matters involving noncompliance with laws and regulations that come to our attention, unless prohibited by law or regulation, including illegal or possibly illegal acts that come to our attention.
20. Significant deficiencies in internal control, if any, identified by us in the conduct of the audit of the financial statements.
21. Uncorrected misstatements and disclosure items.
22. Any significant matters arising during the audit in connection with the Library's related parties.

Appendix 3 – 2020 Summary audit timeline

This estimated timeline indicates our various procedures and release of our communications as planned throughout the year:

	Estimated to begin	Targeted for completion
Audit performance		
Planning	October 2020	November 2020
Interim audit procedures	November 9, 2020	November 13, 2020
Final audit procedures	February 15, 2021	February 26, 2021
Auditor's communications		
Discuss audit planning, scope, risks of fraud, and fees		October 20, 2020
Review the results of our audit and provide audit report		March 2021
Review of business insights with management		March 2021

Appendix 4 – Draft confirmation of changes letter

October 20, 2020

Private and confidential

Mr. Andrew Rodych, Chair Audit and Finance Committee
The Calgary Public Library Board
800 3 Street SE
Calgary, AB T2G 2E7

Mr. Chae Jun, Controller, Financial Services
The Calgary Public Library Board
800 3 Street SE
Calgary, AB T2G 2E7

Re: Confirmation of Changes to Fees and Updates to the General Business Terms

Dear Sirs:

This letter is issued to you further to the master services agreement ("MSA") between Calgary Public Library Board (the "Library") and Deloitte LLP ("Deloitte") dated October 16, 2018. This letter is subject to the terms of the MSA, the appendices to the MSA the general business terms that form part of the MSA, any previous confirmation letters issued pursuant to the MSA and all as may be updated or amended from time to time.

The purpose of this letter is to confirm our mutual understanding of the changes to the fees and updates to the general business terms.

Changes to fees

The MSA, and any confirmation letters subsequently issued under the MSA, set out the entities we will serve and the nature of the services and our fees.

For the current year, the chart below sets out the entities and the services we will provide to them in respect of their year ends. The chart also sets out an estimate of our professional fees. In addition to the professional fees, you will reimburse us for reasonable expenses and pay an administrative charge of 7% of professional fees, and applicable taxes.

Calgary Public Library Board	Fee
<i>Year ending December 31, 2020</i>	
Financial Statement Audit	\$40,500
Additional audit procedures due to the impacts of COVID-19	\$TBD

Update of General Business Terms

Calgary Public Library Board (the “Client”) and Deloitte agree to the following new or modified general business terms being added to the general business terms of the Agreement.

10. Limitation on liability – The Client and Deloitte agree to the following with respect to Deloitte’s liability to the Client:

- a. The Client agrees that Deloitte shall not be liable to the Client for any claims, liabilities, or expenses relating to this Agreement and any Services for an aggregate amount in excess of three times the fees paid by the Client to Deloitte in the twelve months preceding the incident giving rise to the claim.
- b. In no event shall Deloitte be liable for consequential, special, indirect, incidental, punitive or exemplary loss, damage, or expense relating to this Agreement or any Services for any loss of revenue or profit, loss of opportunity, loss of data, or any other commercial or economic loss or failure to realize expected savings.
- c. In any action, claim, loss or damage arising out of this Agreement and any Services, the Client agrees that Deloitte’s liability will be several and not joint and several and the Client may only claim payment from Deloitte of Deloitte’s proportionate share of the total liability based on the degree of fault of Deloitte.

The provisions of this section shall apply to the fullest extent of the law, whether in contract, statute, tort (such as negligence), or otherwise. This section shall survive termination or expiry of the Agreement. The provisions of this section and any other limitations of liability contained in this Agreement shall not apply to any liability which by the governing law of the Agreement is unlawful to limit or exclude. In furtherance of the foregoing, from time to time, Deloitte may have individual partners and employees performing the Services within the Province of Quebec who are members of the Ordre des comptables professionnels agréés du Québec. The limitations outlined in this section as well any limitations of liability contained in this Agreement shall not apply to limit the personal civil liability of members of the Ordre des comptables professionnels agréés du Québec performing professional Services hereunder (and with respect to such members, such limitations shall be deemed not to be included in this Agreement). For purposes of this section, “Deloitte” shall mean Deloitte LLP and its directors, officers, partners, professional corporations, employees, subsidiaries and affiliates and to the extent providing Services, any Deloitte Entities and all of their partners, principals, members, owners, directors, staff and agents; and in all cases any successor or assignee. The Client agrees that any claims that may arise out of this Agreement or any Services will be brought solely against Deloitte as the contracting party and not against any other Deloitte Entities.

When Deloitte is performing audit, review or attest/assurance services that are subject to the US Public Company Accounting Oversight Board (“PCAOB”) and/or US Securities and Exchange Commission (“SEC”) rules or professional standards, any clauses that result in a limitation of Deloitte’s liability do not apply.

21. Force Majeure – No party shall be deemed to be in breach of the engagement as a result of any delays or non-performance directly or indirectly resulting from circumstances or causes beyond its reasonable control, including, without limitation, fire, epidemic or other casualty, act of God, strike or labor dispute, war or other violence, any law, order or requirement of any governmental agency or authority, or pandemics (including, without limitation, COVID-19 and any such restrictions or conditions on working practices in response to such a threat).

For greater certainty, Deloitte shall have no liability for any failure or delay to perform its obligations related to the Services, to the extent caused and/or contributed to by the spread of COVID-19 and its associated impacts.

This confirmation letter (including any appendices and documents incorporated by reference) will continue in force for future services provided by us to you unless amended.

Please sign and return the attached copy of this letter to indicate your acknowledgement that it is in accordance with your understanding of the arrangements for our engagement for fiscal year 2020.

Yours truly,

Chartered Professional Accountants

Enclosure

The services and terms set forth in and incorporated into this letter are acknowledged and approved by the Audit and Finance Committee of Calgary Public Library Board:

Signature

Title

The services and terms set forth in and incorporated into this letter are accepted and agreed to by Calgary Public Library Board management:

Signature

Title

Appendix 5 – New and Revised Accounting and Auditing Standards

The following is a summary of certain new standards, amendments and proposals that will become effective in 2021 and beyond.

To review all recent amendments that will impact your organization in the foreseeable future, we invite you to review our revamped [Standard section of iasplus.com](https://www.iasplus.com).

Title	Description	Effective Date
Section PS 3280, <i>Asset retirement obligations</i>	This Section establishes standards on how to account for and report a liability for asset retirement obligations.	Effective April 1, 2022, earlier application is permitted.
Section PS 3400, <i>Revenue</i>	This Section establishes standards on how to account for and report on revenue. Specifically, it differentiates between revenue arising from transactions that include performance obligations and transactions that do not have performance obligations.	Effective for fiscal years beginning on or after April 1, 2023. Earlier adoption is permitted. The Section may be applied retroactively or prospectively.

**Report to the
Calgary Public Library Board
Audit and Finance Committee
October 20, 2020**

Risk Register Update for Q3 2020

I. ALIGNMENT

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of Q3 2020.

II. BACKGROUND

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

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

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

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

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

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

III. CURRENT RESULTS

There are currently 14 risk factors under active monitoring, including 9 that are updated for this report. Updated measures are indicated by bold typeface on the summary page at the front of the attached dashboards.

Of these 9 risk factors, 4 have been categorized in the low threat range, 2 under the medium threat range, and 3 under the high threat range.

Range	# of Measures	Notes
	4	
	2	Municipal Grant per Capita, Community Libraries Incidents
	3	Website visits, Building Visits, Central Library Incidents

Website visits are still significantly lower compared to the same quarter in previous years. Drivers of website traffic such as program registration continue to be negatively impacted by reduced in-person services.

All library locations were reopened by July 20th and though building visits increased as expected, they still remain considerably lower than previous years. Despite this, many locations are regularly reaching capacity and experiencing queues for entry, indicating a strong desire for Library services.

Incidents at the Central Library increased markedly compared to the same quarter last year. The majority of incidents used to calculate this value (60%) occurred around the exterior of the building with over 30% of them taking place outside of Library service hours. Interior incidents during opening hours occurred much less frequently. There has been an increase at all library locations of verbally abusive and threatening comments, consistent with the experience of City staff and symptomatic of the ongoing pandemic. Administration is navigating these challenges, supporting Library staff and forming strategic partnerships to address safety concerns.

IV. **CONCLUSION**

The effects of the ongoing pandemic continue to impact many areas of Library operations. Attainment of strategic goals may be similarly affected as there is an elevated risk across multiple performance indicators. Despite the challenges imposed by this ongoing pandemic however, members are returning to libraries. Service has resumed across all locations and it is expected that visits and use will continue to rise in the coming months.

V. **RECOMMENDATION**





























1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q3 2020***, to the Calgary Public Library Board.

Trevor Myers,
Business Analyst, Corporate Services

att: Q3 2020 Risk Register

RISK REGISTER





























Q3 2020 SUMMARY

	Risk Factor	Current Value	Current Status	Target Status	Next Update
RELEVANCE: The risk that community indifference negatively impacts ability to improve the quality of life in Calgary	Active Memberships	56.0			Q4 2020
	Satisfaction Score	4.6			Q4 2020
	Volunteer Support	100			Q4 2020
	Circulation per Capita	11.74			Q4 2020
	Risk Factor	Current Value	Current Status	Target Status	Next Update
FINANCE: The risk that available funding is insufficient to address community needs or to allow the Library to adapt or grow as demand dictates	Net Financial Assets	\$7,024,492			Q4 2020
	Fraud	\$0.00			Q4 2020
	Operating Cost per Use	\$1.26			Q1 2021
	Municipal Grant per Capita	\$39.14			Q3 2021
	Risk Factor	Current Value	Current Status	Target Status	Next Update
OPERATIONS: The risk that ineffective processes negatively impact the Library's ability to manage complexity and change	Building Visits	-64.0			Q4 2020
	Website Visits	-24.6			Q4 2020
	Library Space per Capita	0.45			Q4 2020
	Staff Engagement	71			Q4 2020
	Risk Factor	Current Value	Current Status	Target Status	Next Update
SECURITY: The risk that real or perceived safety and security concerns negatively impact organizational capacity, reputation, and community support	Community Libraries Incidents	1.53			Q4 2020
	Central Library Incidents	10.76			Q4 2020

RISK REGISTER

RESIDUAL RISK FORECAST

MITIGATION STATUS

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

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

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

RISK REGISTER

RELEVANCE

ACTIVE MEMBERSHIPS

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

The number of active library users is a direct indicator of the degree of relevance to the community

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

Current Reading



Recent Readings

Date	Reading	Status
2020 Q2	56.2	●
2020 Q1	57.3	●
2019 Q4	56.3	●
2019 Q3	57.5	●

Mitigation Actions

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

Commentary

- Latest values
 - **719,910** active members
 - 2019/2020 census population of 1,285,711
- **The 2020 city census was not conducted**
- Calgary Public Library Members as a proportion of overall population is well above the national median of 39.2 (MBNCanada, 2018)
- **New membership increased steadily throughout the quarter. The number of new memberships in September was equivalent to that of the prior year.**
 - **25,495** new members registered during Q3

RISK REGISTER

RELEVANCE

SATISFACTION SCORE

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

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

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

Current Reading



Recent Readings

Date	Reading	Status
Q2 2020	4.6/5	●
Q4 2019	4.6/5	●
Q2 2019	4.6/5	●
2018	4.6/5	●

Mitigation Actions

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

Commentary

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

RISK REGISTER

RELEVANCE

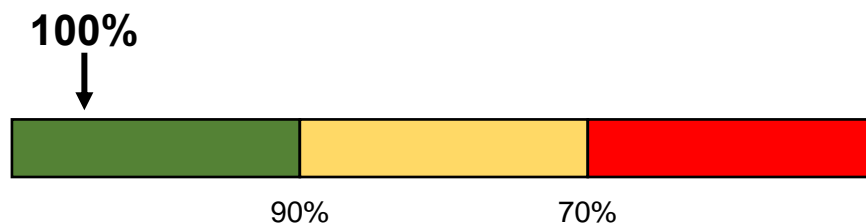
VOLUNTEER SUPPORT

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

The ability to attract and retain volunteers is an indicator of community support for the Library, a driver of relevance

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

Current Reading



Recent Readings

Date	Reading	Status
2020 Q2	94%	●
2020 Q1	94%	●
2019 Q4	93%	●
2019 Q3	93%	●

Mitigation Actions

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

Commentary

- Reporting volunteer placements filled now attributes more weight to programs that require more volunteers
- Volunteer supported program placements (i.e. Reading Buddies) are counted by the number of volunteers placed to run the program
- On-going programs (i.e. Wayfinding) are counted by shifts filled
- If volunteer opportunities cannot be filled, programs may offer a lesser experience or be cancelled altogether
- **Most of the volunteer activity in Q3 occurred virtually**
- **Only active matches (currently meeting) have been counted for TD Read With Me and Homebound Readers**

RISK REGISTER

RELEVANCE

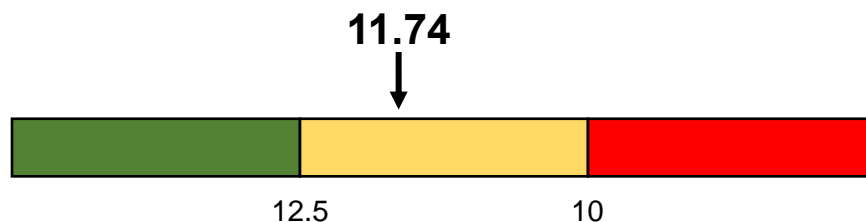
CIRCULATION PER CAPITA

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

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

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

Current Reading



Recent Readings

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

Mitigation Actions

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

Commentary

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

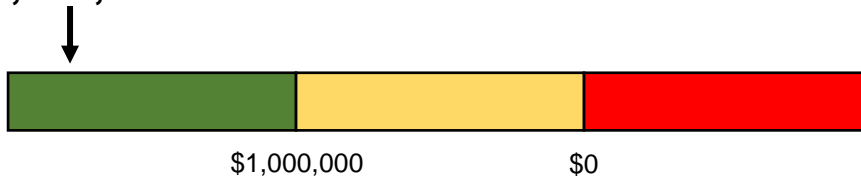
NET FINANCIAL ASSETS

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

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

Current Reading

\$7,024,492



Recent Readings

Date	Reading	Status
2020 Q2	9,049,998	●
2020 Q1	3,834,893	●
2019 Q4	3,049,373	●
2019 Q3	3,606,543	●

Mitigation Actions

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

Commentary

- **The second half of the Provincial Operating Grant was received in late September, inflating cash holdings at the end of Q3**
- The City of Calgary disbursed Q3 funds in June instead of July, resulting in higher net financial assets than would normally be reported at the end of Q2
- With minimal reserve funds, the level of net financial assets closely follows the pattern of quarterly operating grant receipts because expenses are very consistent month to month

RISK REGISTER

FINANCE

FRAUD

Cumulative value of fraudulent transactions identified. Reported quarterly

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

Current Reading

\$0.00



\$640,000

Recent Readings

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

Mitigation Actions

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

Commentary

- Risks are increasingly electronic and sophisticated

OPERATING COST PER USE

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

Lower cost per use indicates increasing efficiency or effectiveness

Good stewardship is a necessary condition for stakeholders to provide the Library with sufficient funding to achieve the aims of the Strategic Plan

Current Reading

\$1.26



Recent Readings

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

Mitigation Actions

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

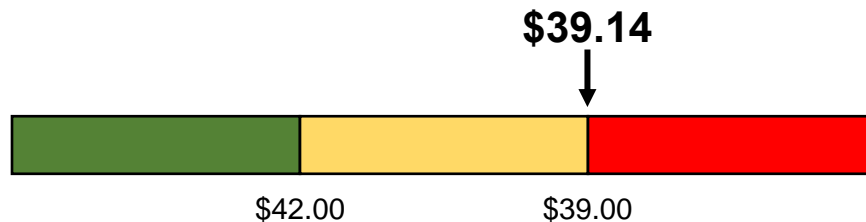
Commentary

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

MUNICIPAL GRANT PER CAPITA

Municipal operating grant divided by population of the legal service area. Reported annually in Q3
 Consistent and adequate funding is a driver of success in achieving the aims of the Strategic Plan

Current Reading



Recent Readings

Date	Reading	Status
2019	\$40.80	●
2018	\$40.54	●
2017	\$37.90	●
2016	\$35.94	●

Mitigation Actions

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

Commentary

- Latest values are
 - 2020 municipal grant of **\$50,327,720**
 - 2019/2020 census population of 1,285,711
- **The 2020 city census was not conducted**
- By comparison, the Provincial grant (2020) is **\$5.33** per capita
- The major source of funding, the municipal grant should grow at the rate of inflation plus population growth if the Library is to be consistently resourced
- Since 2015, inflation in Calgary has been 6.55% and population growth has been 4.55%, where the grant per capita has increased 16.04%. At the same time, Calgary Public Library has added 3 library locations and opened the new (larger) Central Library
- A decrease in operating grant per capita indicates budget is not keeping pace with cost drivers

BUILDING VISITS

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

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

Current ReadingRecent Readings

Date	Reading	Status
2020 Q2	-99.7%	●
2020 Q1	-18.3%	●
2019 Q4	3.4%	●
2019 Q3	16.8%	●

Mitigation Actions

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

Commentary

- Latest values
 - **2,019,996** visits in 2019 Q3
 - **727,793** visits in 2020 Q3
- **A phased reopening of Library locations began on June 23**
 - **6 library locations were reopened in Q2: Crowfoot, Fish Creek, Forest Lawn, Central, Giuffre Family, Signal Hill**
 - **The remaining 15 locations opened in a staggered approach, with 9 locations opening July 7 and the remaining 6 opening July 20**
 - **Metered entry is in place to ensure sufficient physical distancing within locations. Many locations are periodically experience queues for entry**
- **The staggered approach to reopening does not provide a perfect comparison to previous quarters' visits**

WEBSITE VISITS

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

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

Current Reading



Recent Readings

Date	Reading	Status
2020 Q2	-44.2%	●
2020 Q1	-29.1%	●
2019 Q4	-3.3%	●
2019 Q3	16.9%	●

Mitigation Actions

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

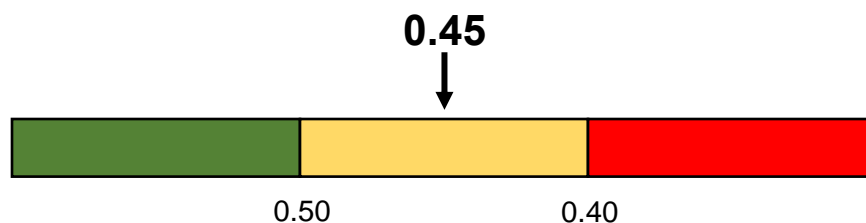
Commentary

- Latest values
 - **3,390,984** website sessions in 2019 Q3
 - **1,331,884** website sessions in 2020 Q3
- A significant Library website redesign launched in April 2019
- The Library website attracted a great deal of traffic during closure due to the increased use of eLibrary and eLearning resources
- **Drivers of website visits such as in-person Library programs continue to be negatively impacted by reduced service offerings**

LIBRARY SPACE PER CAPITA

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

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

Current ReadingRecent Readings

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

Mitigation Actions

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

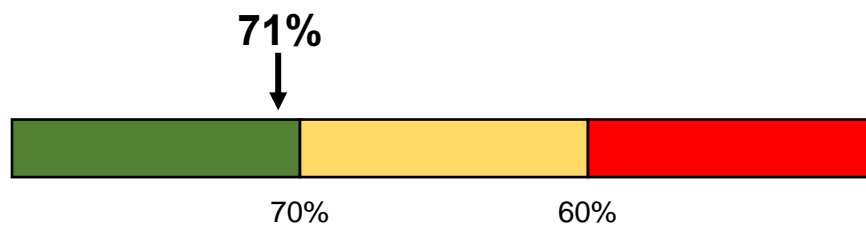
Commentary

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

STAFF ENGAGEMENT

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

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

Current ReadingRecent Readings

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

Mitigation Actions

- Communication with staff is multi-channel; written, on-line, and face-to-face
- Regular on-line townhalls are supported by all members of the leadership team
- Staff recognition program features immediate appreciation and on-line, peer-to-peer recognition
- Annual recognition awards are peer-nominated and presented during an all-staff event

Commentary

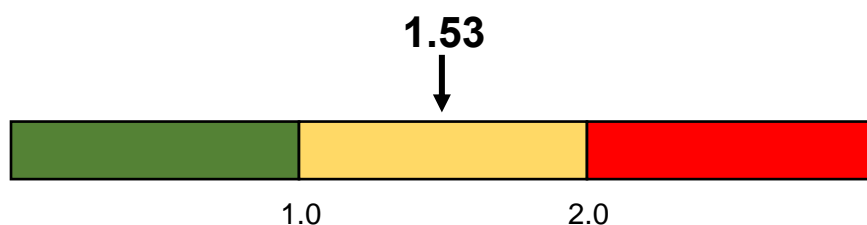
- The survey tool used was changed in Q4 2019. As a result, this score is not comparable with the historical scores

COMMUNITY LIBRARY INCIDENTS

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

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

Current Reading



Recent Readings

Date	Reading	Status
2020 Q2	NR	
2020 Q1	0.92	●
2019 Q4	0.90	●
2019 Q3	0.73	●

Mitigation Actions

- Ongoing staff training on safety and security
- Security Advisor from City of Calgary seconded to CPL and enhanced relationship with CPS and community partners
- Enhanced training and experience of the staff and procedures provided through the security contractor and increased security staffing where needed
- Improved security cameras deployed system-wide
- Programming and environmental design used to deter inappropriate behaviour
- **Working collaboratively with our Employee and Family Assistance provider Shepell to provide staff with tools and techniques for both handling difficult customer behaviours and also coping techniques following incidents**

Commentary

- **There has been a notable increase in incidents involving verbally abusive and threatening behaviour from patrons to staff and security. This is consistent with the experience of City staff engaged in serving the public as well and is symptomatic of challenges the community is experiencing as we enter the seventh month of a global pandemic**
- The Library continues to evaluate the increase of crime, drug activity, and disorderly behavior in and around Central Memorial Park

- The Library is also working collaboratively with CPS, City of Calgary, and the DOAP team, as well as other stakeholders, to ensure the library and park remain welcoming and safe for the community

CENTRAL LIBRARY INCIDENTS

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

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

Current Reading



Recent Readings

Date	Reading	Status
2020 Q2	NR	
2020 Q1	4.35	●
2019 Q4	4.48	●
2019 Q3	2.99	●

Mitigation Actions

- Moved furnishings and computers on the 3rd floor to create more space between users and a different mix of uses
- Security contractor provided additional workplace violence training to their staff to attempt to minimize conflict
- **Working collaboratively with our Employee and Family Assistance provider Shepell to provide staff with tools and techniques for both handling difficult customer behaviours and also coping techniques following incidents**
- **Increased security patrols of exterior**
- **Continuing work with BOMA Public Safety Committee to share information between organizations on challenges facing the downtown core as they relate to vulnerable persons and behaviour**
- **Participation in the 9 Block Coordinated Safety and Security Pilot, addressing safety and security concerns around Calgary Municipal Building**
- Ongoing staff training on safety and security
- Security Advisor from City of Calgary seconded to CPL and enhanced relationship with CPS and community partners
- Enhanced training and experience of the staff and procedures provided through the security contractor and increased security staffing where needed
- Improved security cameras deployed system-wide

- Programming and environmental design used to deter inappropriate behavior
- **Wellness Desk Pilot has begun at Central Library, in partnership with Wood's Homes and supported by City of Calgary Change Can't Wait Initiative, RBC, and anonymous donor support, providing onsite Mental Health support to the community along with referrals to community resources, services, and supports**

Commentary

- **If counting only incidents inside the library, this value drops to 4.32**
- **The marked increase in social disorder events occurring around the library exterior are the main reason for the high value in this figure (60% of incidents), and of these exterior incidents over 30% of them took place outside Library hours of service**
- **Of the 27 incidents involving drug use, only 2 of them took place inside the library**
- **Incidents are calculated based on visits**
- **Bike theft is a city wide increasing issue and is a contributing factor**
- **9 Block project has hired Ambassadors, to create a more positive environment in the 9 Blocks around City Hall**
- Continued collaboration with CPS, BOMA, and community partners is taking place to support a safe environment around Central Library

Report to the
Calgary Public Library Board
Audit & Finance Committee
Oct 22, 2020

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

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

A. Executive Summary

The Controller's Report is comprised of:

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

Overall, the quarter ended with a favourable variance totalling \$4.4M. Actual revenue and expense earned and spent decreased as compared to the budget due to the library's closure from March 16th to July 20th. The Province transferred the second half of the provincial grant amount that was included in our original budget. A \$1.2M surplus from the current year operations is forecasted due to additional savings from salaries and benefits.

Further explanations of the revised revenue and expense areas will be summarized in sections B and C and in the Financial Dashboard.

B. Revenues

Revenues are \$3,597,844 unfavourable for the third quarter end.

Line 5 – City of Calgary - \$2,961,505U at Sep 30, 2020 and \$243,616U at June 30, 2020

The City revenue was reduced by \$3M due to the Library closure starting in March.

Line 9 – Province of Alberta - \$17,471F at Sep 30, 2020 and \$14,225F at June 30, 2020

The Province transferred the second half of the annual grant, \$3.4M in September. The favorable variance is due to the Heritage Grant for the Memorial Park Library.

Line 13 – Fines - \$542,361U at Sep 30, 2020 and \$305,262U at June 30, 2020

The foregone fines revenue due to the Library closure is \$0.3M. The current forecast reflects the impact of the fine-free library after relaunch, and therefore includes foregoing the remaining fines revenue entirely (\$0.77M).

Line 14 – Rent revenue - \$109,405U at Sep 30, 2020 and \$60,390U at June 30, 2020

The foregone rent revenue forecasted is \$135K.

Line 19 – Interest and other revenues - \$84,153U at Sep 30, 2020 and \$47,603U at June 30, 2020

The foregone printing and Performance Hall rental revenues due to library closure is \$126K.

Line 22 – Grants and sponsorships - \$84,031F at Sep 30, 2020 and \$118,708F at June 30, 2020

The favorable variance is mainly due to additional restricted grants received from the Foundation.

C. Expenses

Expenses are \$7,211,654 favorable for the third quarter end mainly due to the library closure and a slower pace than expected for staff returning to work after re-opening.

Line 29 – Salaries and employee benefits - \$6,002,787F at Sep 30, 2020 and \$4,592,665F at June 30, 2020

The favorable variance is primarily due to the closure since March 16, 2020 in addition to vacant positions which remained unfilled in the quarter. The current salaries and employee benefits forecast is a decrease of \$6.8M. By July 20, all library locations reopened to the public. Staff have been returning to work at a slower pace than expected.

Line 32 – Collections - \$483,341U at Sep 30, 2020 and \$255,625U at June 30, 2020

Additional \$0.9M collections expenses are projected in response to Covid-19 and reopening of the Library.

Line 48 – General operating - \$1,378,306F at Sep 30, 2020 and \$1,152,326F at June 30, 2020

The favorable variance is mainly due to timing differences and not projected to continue through the balance of the year. Forecasting \$871K increased spending at year end due to lifecycle funded projects and additional IT expenses in response to Covid-19 and reopening operation.

Line 54 – Building and equipment - \$210,254F at Sep 30, 2020 and \$278,546F at June 30, 2020

Variances in this expense category are due to library closure. Building and equipment maintenance has been performed as scheduled and without interruption during library closure. Forecasting \$225K increased spending at year end due to lifecycle funded building and equipment expenses.

D. Statement of Financial Position

Net financial assets are \$7.0M favourable at the month end (\$3.1M favourable at December 31, 2019). The cash balance remains strong.

E. Operating Costs Dashboard For Year Ended 2019 and September YTD 2020

In January 2020, the committee requested to administration the addition of a financial ratio dashboard in Q3 2020 A&F report. The financial ratio dashboard is intended to present the operating costs ratio for the Library system including the Central Library to ensure funding is adequately provided to all the Library locations to adapt or grow as demand dictates.

The Dashboard is comprised of four different cost types:

- Direct costs are cost which can be directly attributed to a library location. i.e., Salaries and benefits, Utility, Security measures, Cleaning and caretaking supplies and Occupancy costs.
- Indirect costs are not directly attributed to a specific library location. i.e., Insurance, portion of IT, Human Resources, Financial Services and Facility costs for the library system.
- Overhead costs are not directly tied to keeping the current library services available to the public. i.e., Senior Management, portion of IT, Human Resources, and Financial Services costs.
- Critical value-added services costs are costs which can be attributed to enhance existing services or to develop new programs. i.e., Service Design, Volunteer Services and MarCom.

F. RECOMMENDATION

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial statements and life cycle reports for the period ended September 30, 2020.

Chae Jun, CPA CGA MBA
Controller

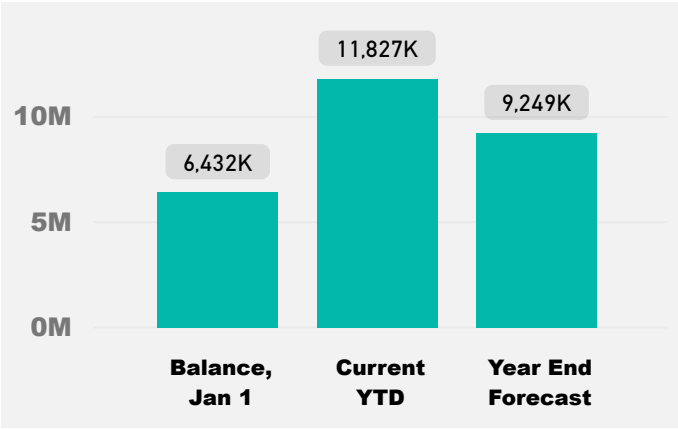
Commentary.

- Cashflow forecast for the year end includes the \$3M one-time City operating fund reduction.
- The Library received the second half of the Provincial grant (\$3.4M) in September.
- Foregone rent, printing and Performance Hall rental revenues due to the pandemic is \$261K.
- Fine-free library impact: \$772K reduction of revenue.

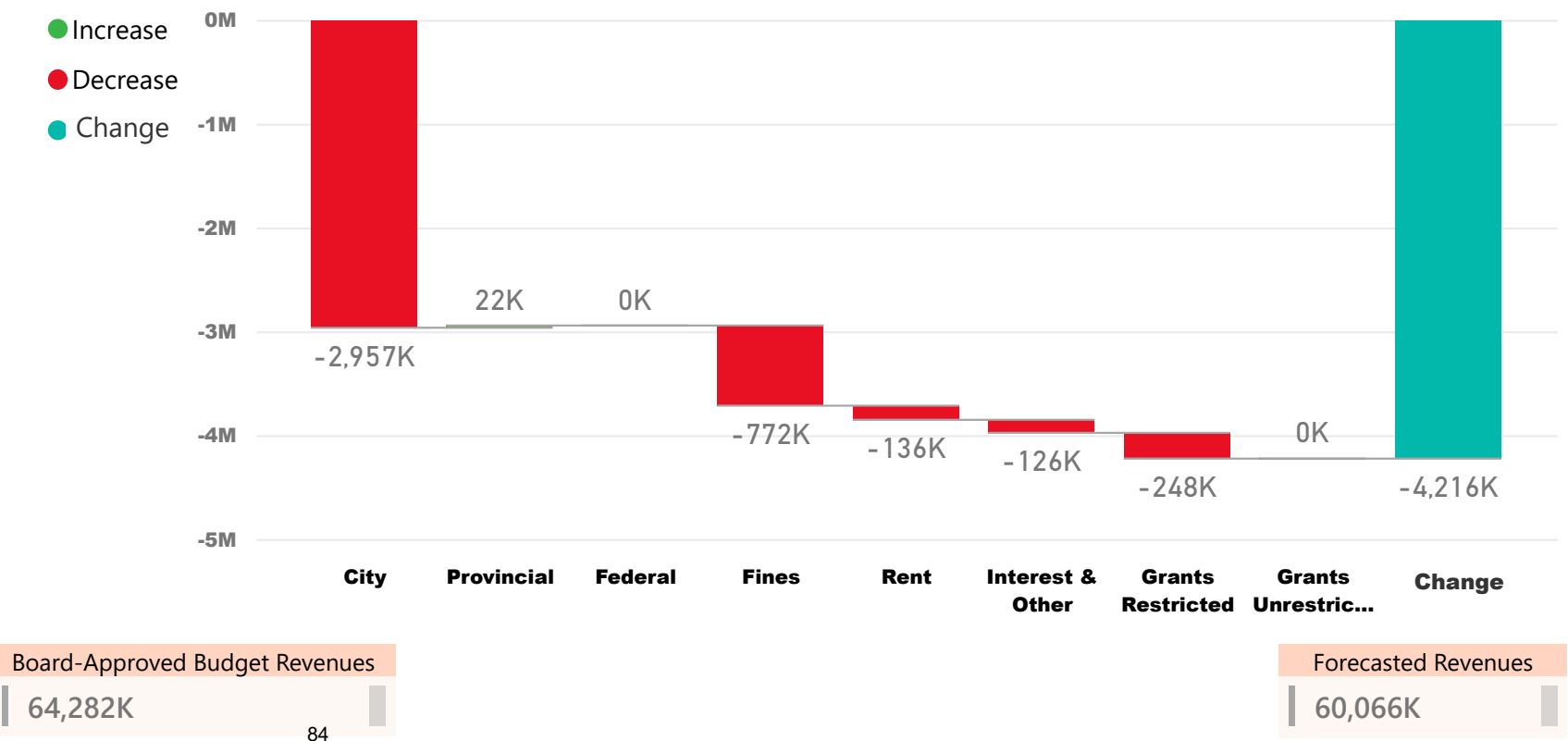
Actions

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

Cash Position Forecast, as of Sep 30, 2020



Revenue Forecast, as of Sep 30, 2020



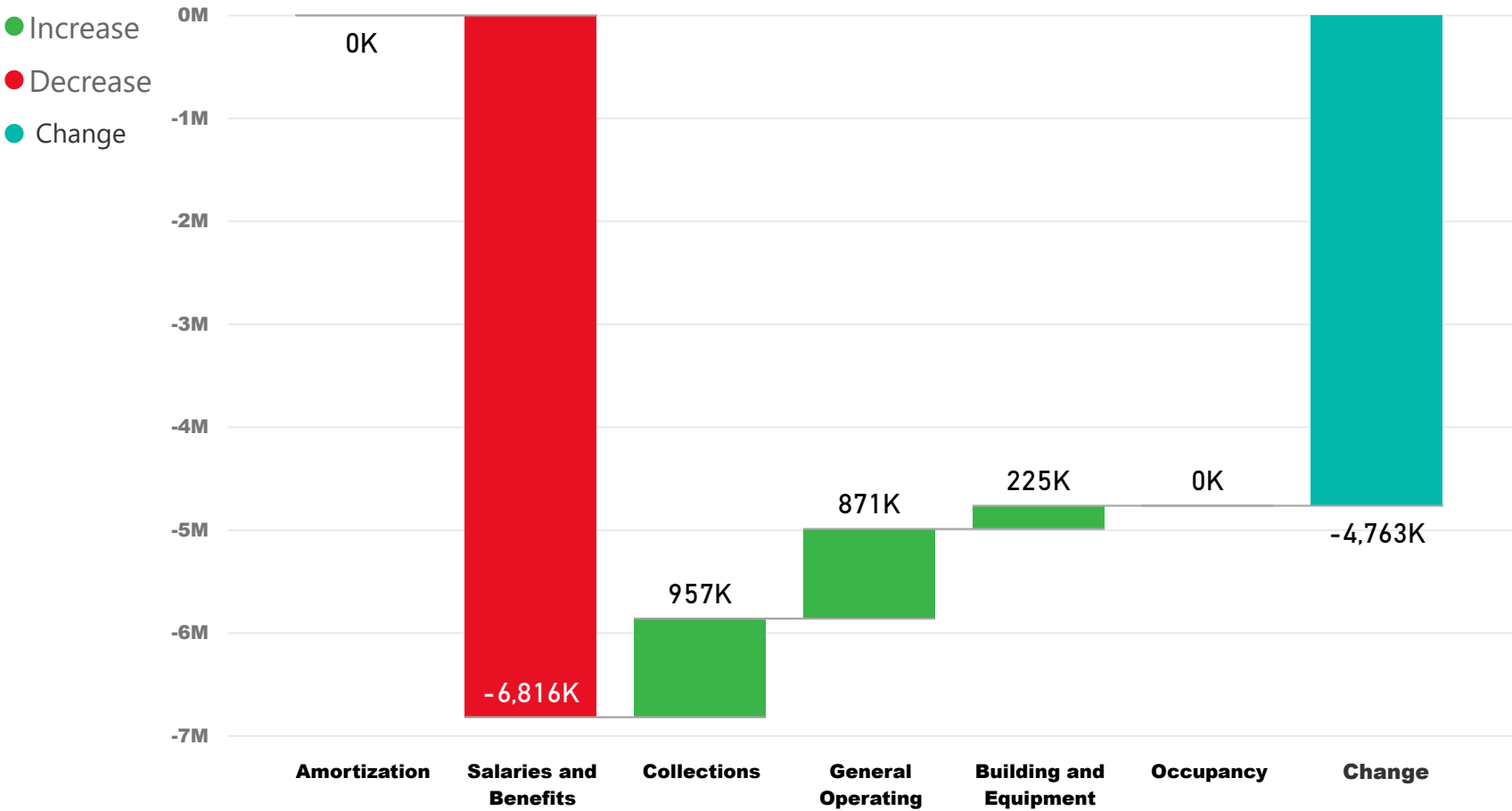
Commentary

- The year end forecast of expenses is decreased by \$4.8M.
- The year end forecast of expenses includes \$1.2M lifecycle funded expenses.

Actions

- Estimated decrease in salaries and benefits expense resulting from temporary layoffs, gap savings and deferrals is \$6.8M.
- General Operating and Building & Equipment expenses increase due to The City funded lifecycle expenses.
- Collection was increased by \$1M in response to the COVID-19 and reopening operation.

Expense Forecast, as of Sep 30, 2020



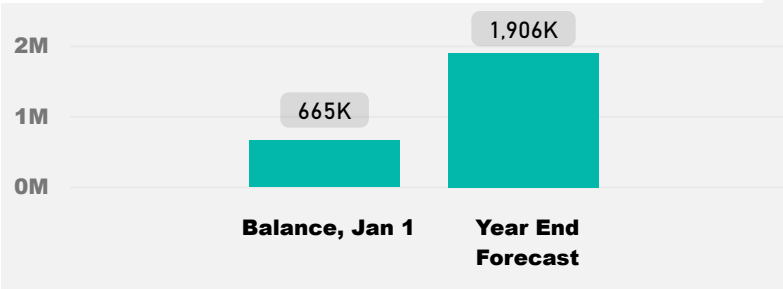
Board-Approved Budget Expenses	
69,105K	

Forecasted Expenses	
64,343K	

Lifecycle Funding Commentary.

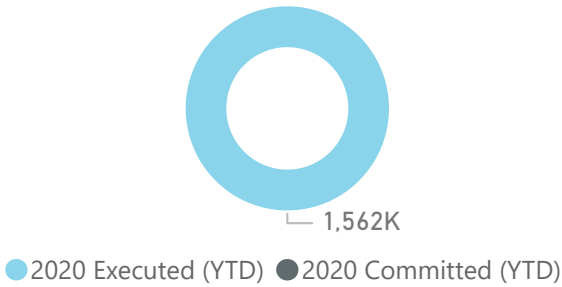
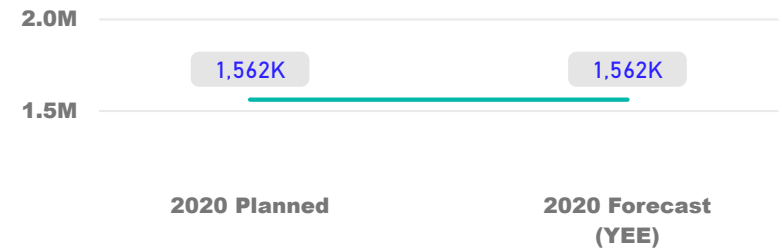
- Carry forward funds include \$225K asset management funds from PY.
- Current year funds include \$3.2M The City lifecycle funding and \$225K asset management from the operating funds.
- Growth project funds is from Seton Collection purchases (\$303K).
- Additional grants received: \$63K.

Lifecycle Surplus Forecast,
as of Sep 30, 2020

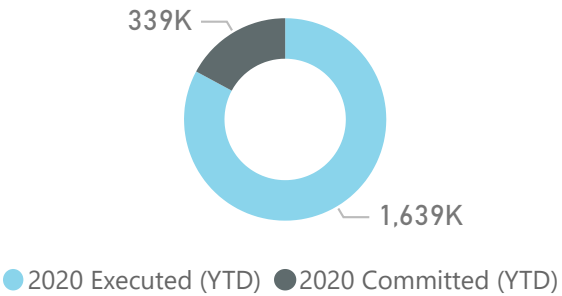
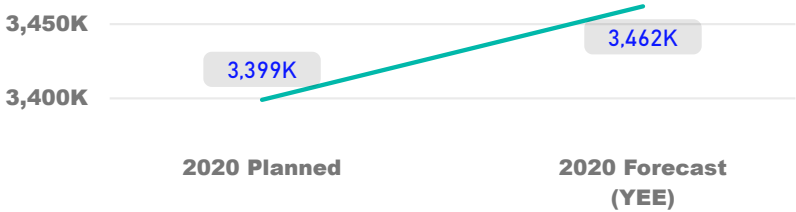


Funding Source

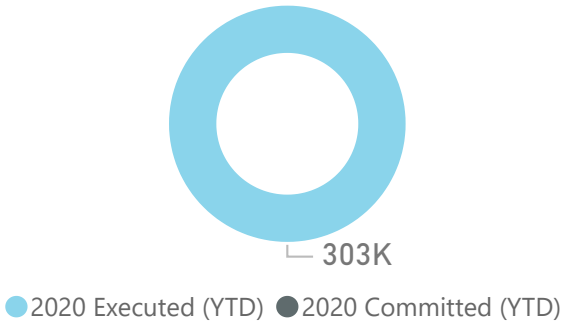
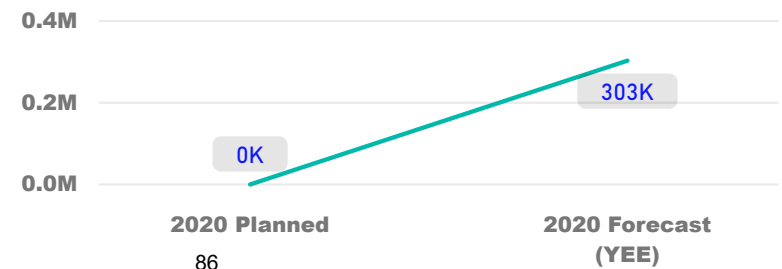
Carry Forward



Current Year Funds



Growth Projects Funds



Lifecycle Spending Commentary.

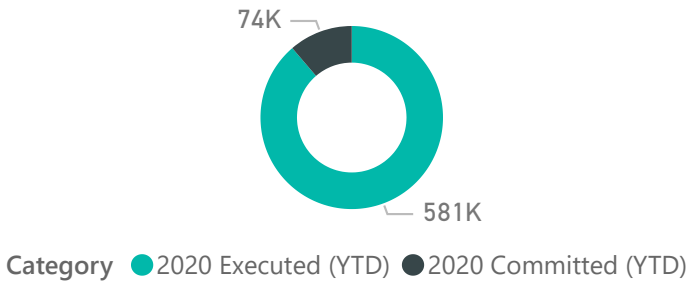
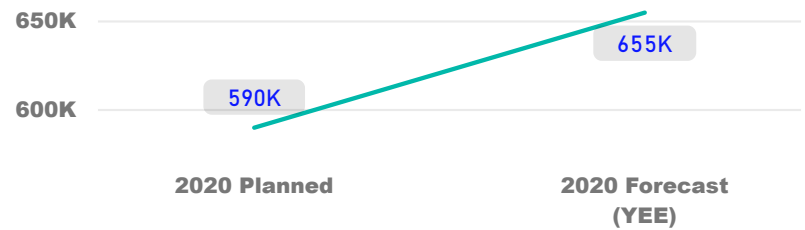
- Carry forward projects include: Memorial Park elevator and washroom and Fish Creek elevator.

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

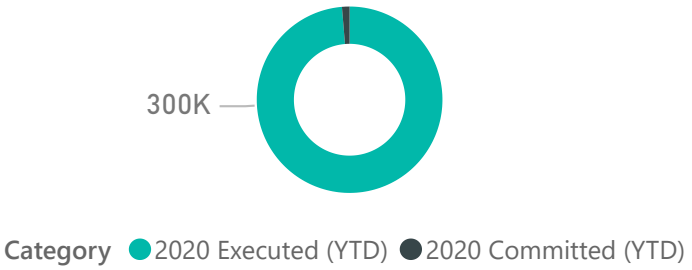
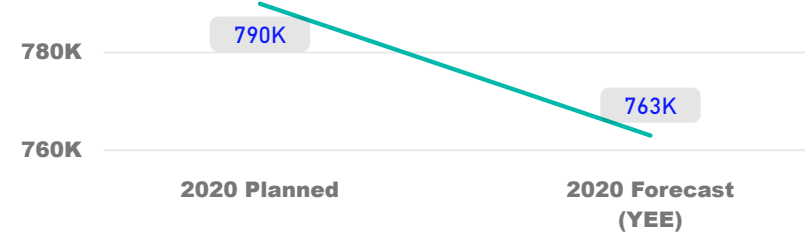
- Vehicle additions include two fleet vehicles and two cargo vans.

Spending Profile -1-

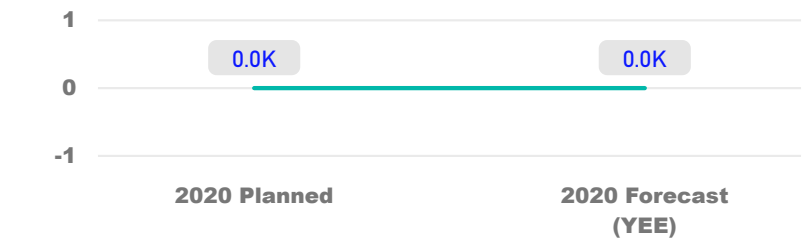
Carry Forward Projects



Building

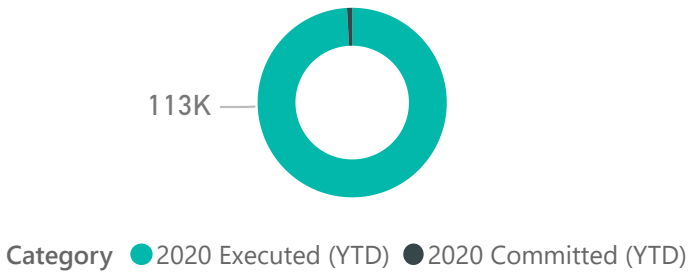
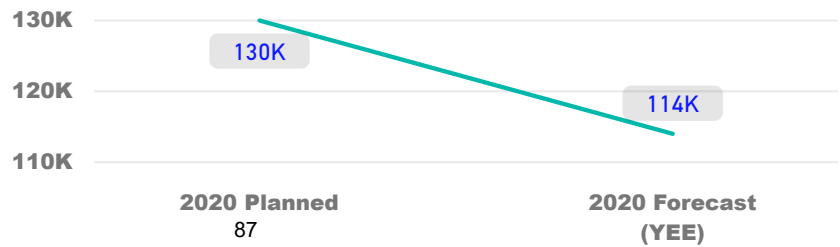


Furniture



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

Vehicles

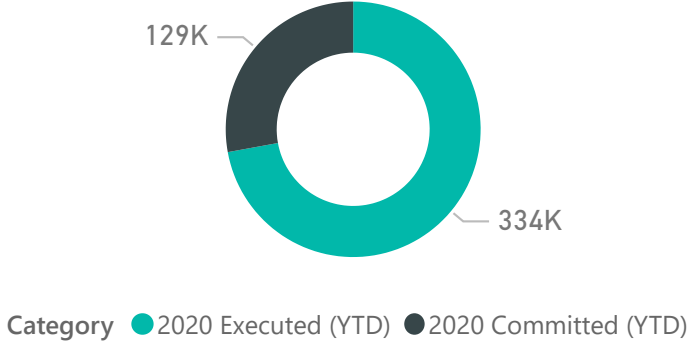
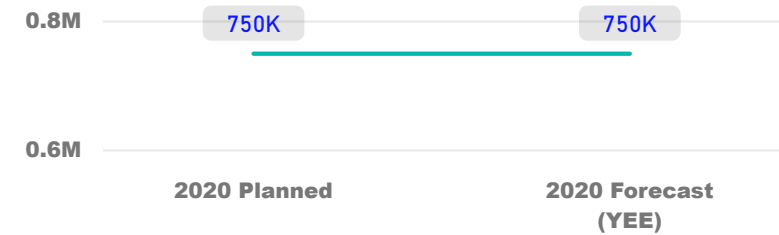


Commentary:

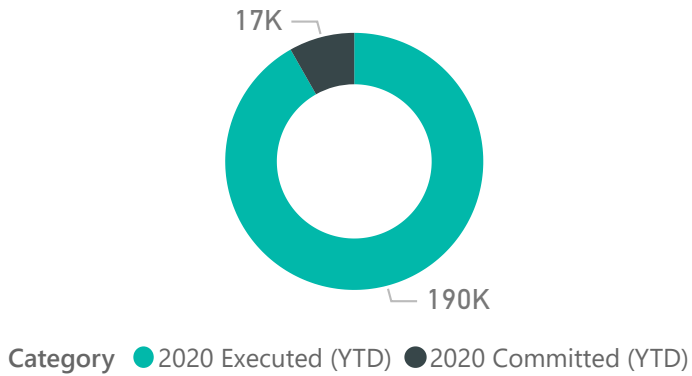
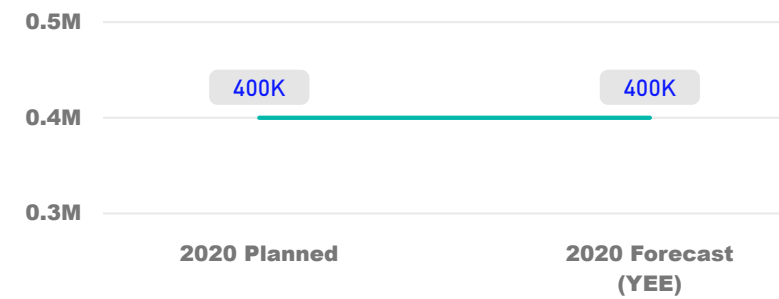
- IT projects include: Replacement of network infrastructure and end-user equipment.
- There are no growth projects planned in 2020.

Spending Profile -2-

Technology



Small Projects



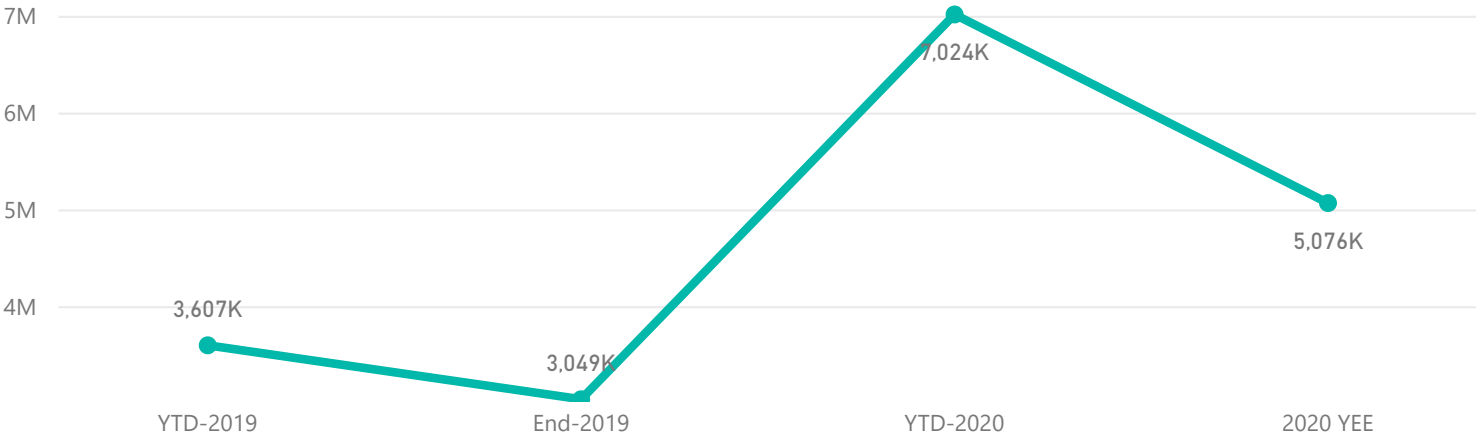
Growth Projects

Commentary.

- YE forecast Net Financial Assets is \$5M, as of September 30, 2020.

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

Net Financial Assets/(Liabilities)

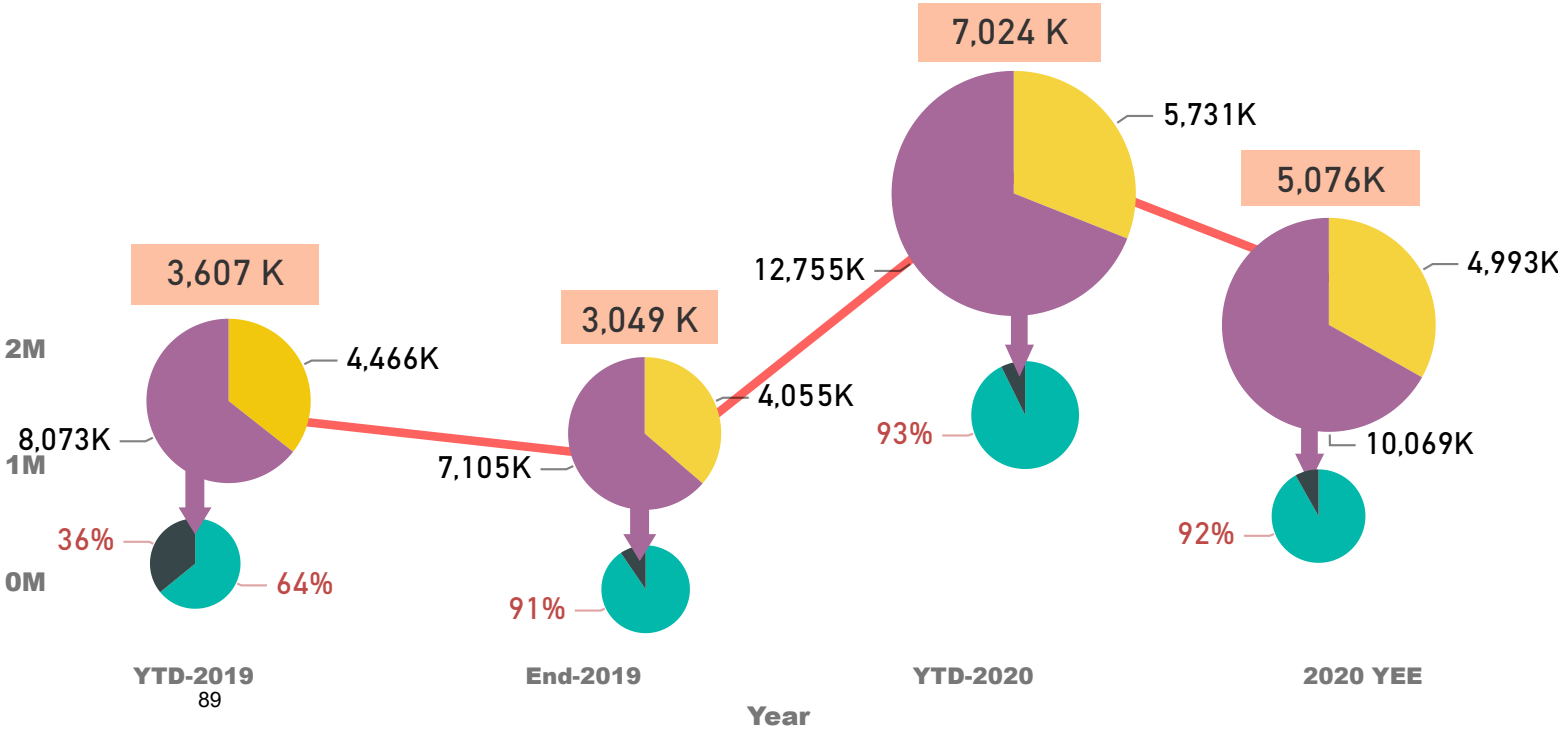


● Liabilities

● Financial Assets

● Cash

● Accounts Receiv...



Commentary

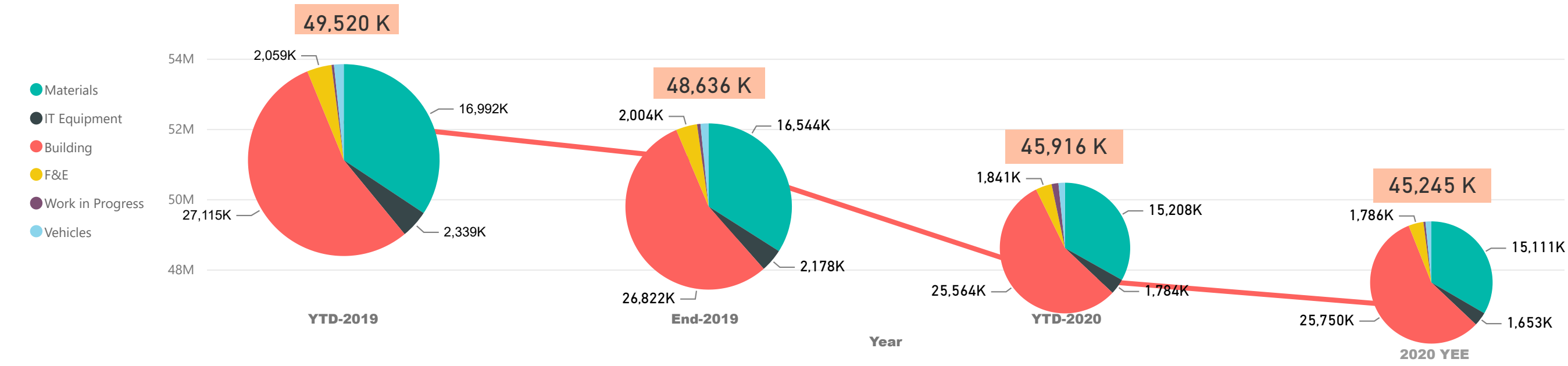
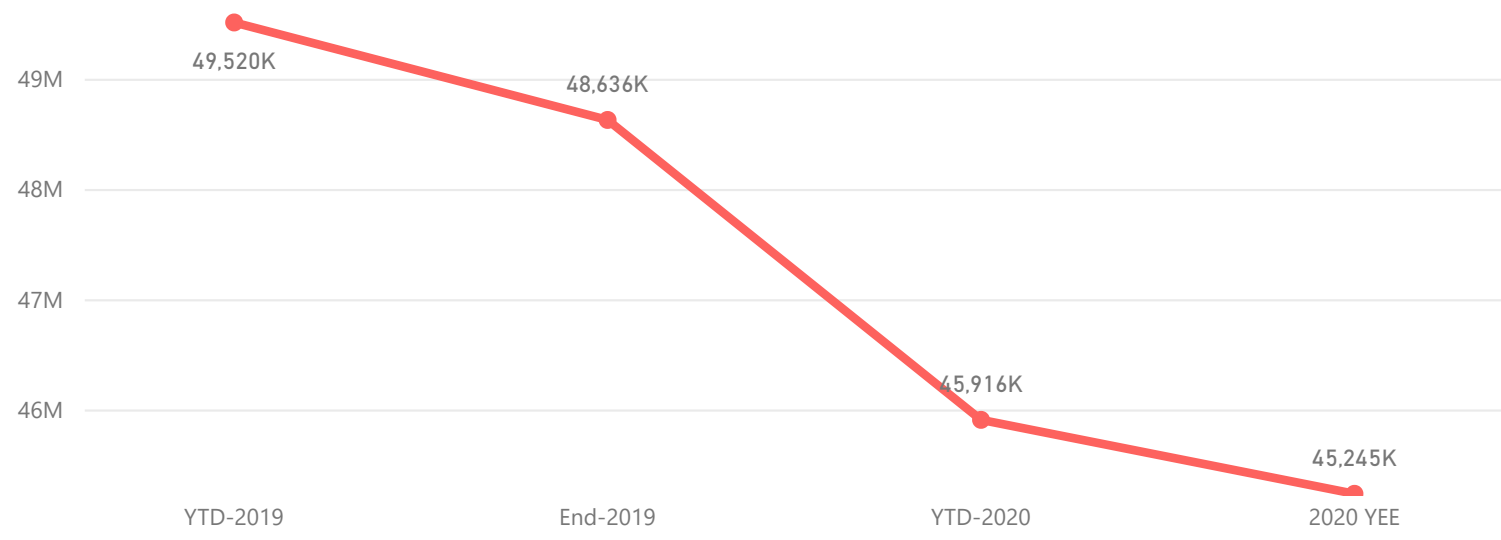
- Tangible Capital Assets decreased due to higher amortization (\$6.5M) than the new additions (\$3.1M).

Actions

- 2020 Planned Additions:
- Books: \$1,869K
 - Buildings: \$1,200K
 - Vehicles: \$113K

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

Tangible Capital Assets

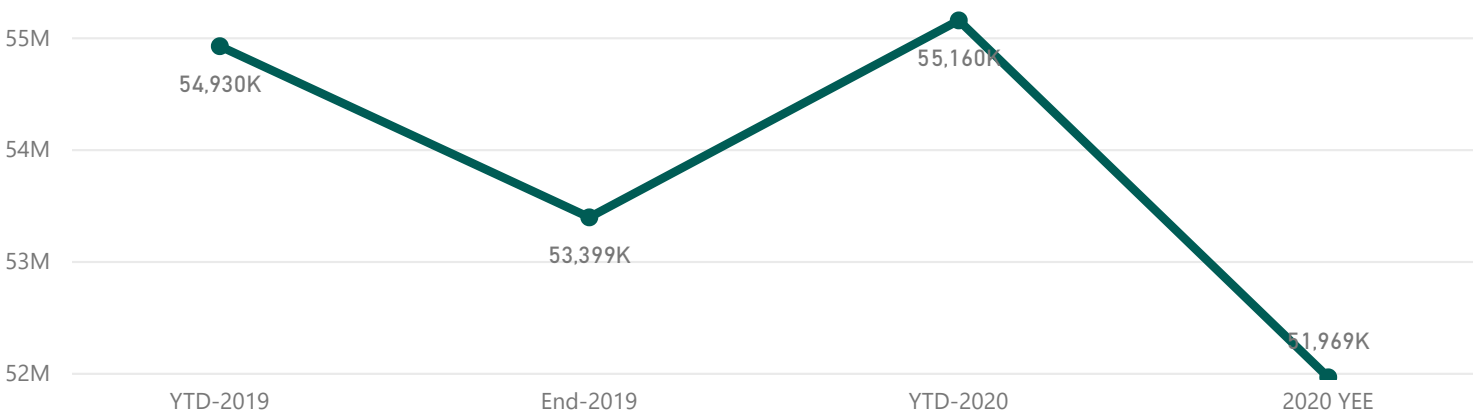


Commentary

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

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

Accumulated Surplus

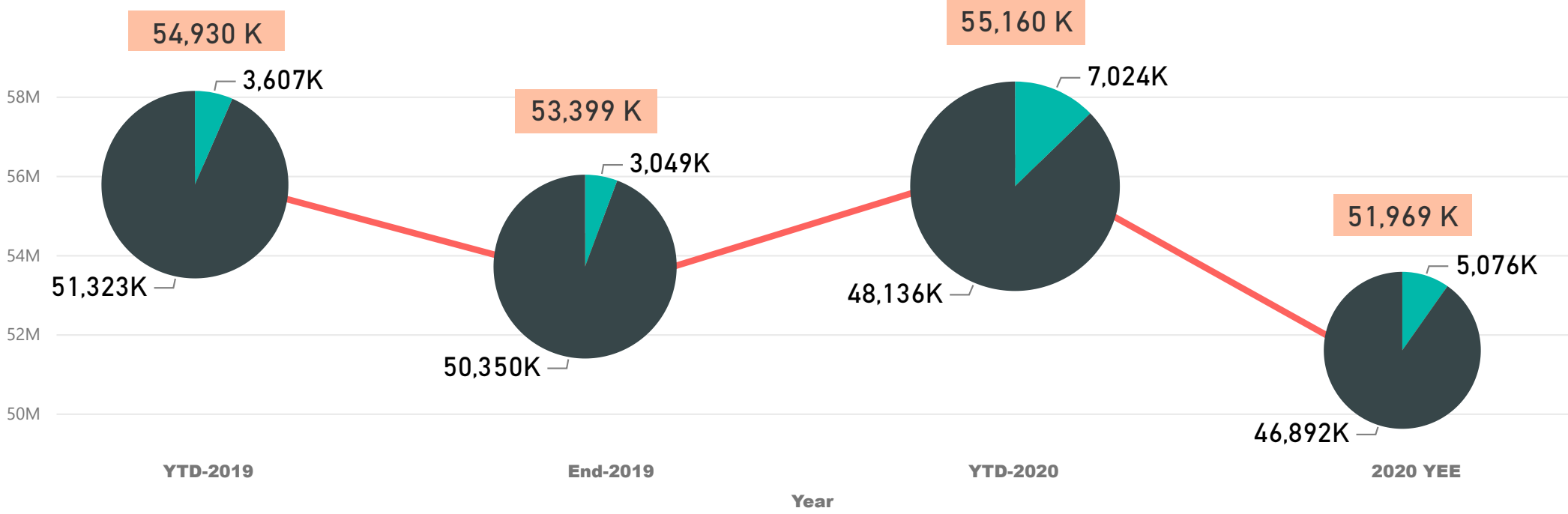


●

 Net Financial Assets

●

 Non-Financial Assets



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

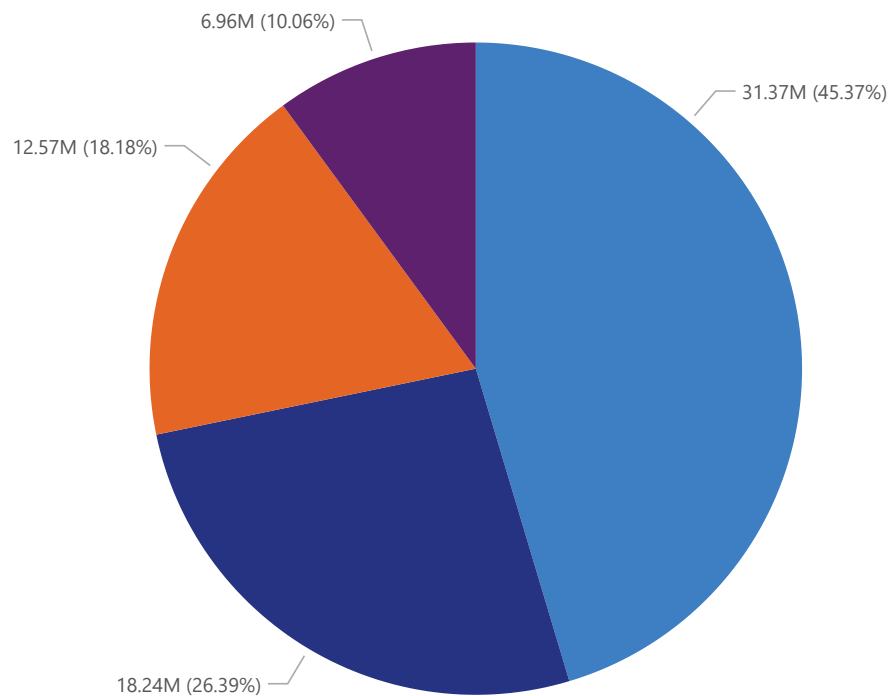
	Current YTD \$	Budget YTD \$	Budget Variance YTD \$	Total BUDGET \$	Total Forecast \$	Forecasted Increase/ (Decrease) vs Total Budget \$	Total Forecasted vs Current YTD \$	Forecast Comments (Favorable: F / Unfavorable: U)
REVENUES								
5 City of Calgary	37,019,285	39,980,790	(2,961,505)	53,307,720	50,351,215	(2,956,505)	(13,331,930)	U- \$3M one-time reduction due to COVID-19 library closure
9 Province of Alberta	5,468,880	5,451,408	17,471	7,165,208	7,187,538	22,330	(1,718,658)	F- Heritage grant for Memorial Park Library
10 Federal Government	32,619	34,542	(1,923)	34,542	34,542	-	(1,923)	
13 Fines	237,548	779,909	(542,361)	1,030,603	258,177	(772,426)	(20,629)	U- Fine-free library
14 Rent revenue	68,515	177,920	(109,405)	238,310	102,640	(135,670)	(34,125)	U- Foregone Luke's and Inception U rent
19 Interest and other revenue	477,699	561,852	(84,153)	749,136	623,307	(125,829)	(145,608)	U- Foregone Printing & Performance Hall rental revenues due to library closure and public health restrictions
22 Grants and sponsorships						-		
Grants and sponsorships - restricted	1,176,572	1,092,541	84,031	1,456,721	1,208,854	(247,867)	(32,282)	U- Due to deferrals & fund returns. Includes \$228K additional restricted grant.
Grants and sponsorships - unrestricted	225,000	225,000	-	300,000	300,000	-	(75,000)	
	1,401,572	1,317,541	84,031	1,756,721	1,508,854	(247,867)	(107,282)	
23 Total revenues	44,706,118	48,303,962	(3,597,844)	64,282,240	60,066,273	(4,215,967)	(15,360,155)	U
EXPENSES								
29 Salaries and employee benefits	24,114,439	30,117,226	6,002,787	40,560,659	33,744,229	(6,816,430)	9,629,789	F- Decreased spending on salaries & benefits due to temporary layoffs, gap savings and deferrals.
32 Collections	5,396,252	4,912,910	(483,341)	6,054,646	7,011,501	956,855	1,615,249	U- Increased spending in response to COVID-19 and reopening operation.
48 General operating	5,343,947	6,722,253	1,378,306	9,124,698	9,996,150	871,452	4,652,203	U- \$750K increase lifecycle funded IT expenses; \$767K increased spending in IT and PPE in response to COVID-19 and reopening operation. \$375K decreased spending in general operating due to COVID-19 impact on operation. \$271K decrease in Programming due to provincial & restricted grants reallocation and deferrals.
54 Building and equipment	3,751,008	3,961,263	210,254	5,194,486	5,419,972	225,486	1,668,964	U- \$444K increase lifecycle funded B&E expenses; \$243K increase due to provincial, restricted grants and budget reallocation; \$462K savings on utilities and contract cleaning during library closure.
73 Occupancy Costs	1,210,285	1,283,155	72,870	1,697,260	1,697,260	-	486,975	
74 Amortization	4,824,393	4,855,171	30,778	6,473,561	6,473,561	-	1,649,168	
75 Total expenses	44,640,324	51,851,978	7,211,654	69,105,310	64,342,673	(4,762,636)	19,702,349	F
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE THE FOLLOWING:								
	65,794	(3,548,017)	3,613,811	(4,823,070)	(4,276,399)	546,671	(4,342,194)	
Transfer from life cycle to operating	548,493	-	548,493	-	1,095,878	1,095,878	547,385	F- To fund IT and B&E expenses from lifecycle
Transfer from unrestricted reserve	3,200,997	3,200,997	-	500,000	3,200,997			
Transfer to asset management life cycle	(225,000)	(168,750)	(56,250)	(225,000)	(225,000)			
Transfer to books capital	(1,139,487)	(1,450,930)	311,443	(1,923,000)	(1,869,000)			
Add back amortization	4,824,393	4,855,171	(30,778)	6,473,561	6,473,561			
EXCESS BEFORE AMORTIZATION AND GOVERNMENT TRANSFERS FOR CAPITAL								
	7,275,190	2,888,472	4,386,719	2,491	4,400,037			
Government transfers for capital	1,706,976	-	1,706,976	-	2,857,867	2,857,867		F- \$3,174K 2020 lifecycle - \$739K contingency + \$303K Seton Collections + 120K AMH deposit
Amortization	(4,824,393)	(4,855,171)	30,778	(6,473,561)	(6,473,561)			
Purchase of books capital	1,139,487	1,450,930	(311,443)	1,923,000	1,869,000			
Add back transfer to asset management life cycle	225,000	168,750	56,250	225,000	225,000			
Transfer between lifecycle and operating	(548,493)	-	(548,493)	-	(1,095,878)			
Less transfer from unrestricted reserve	(3,200,997)	(3,200,997)	-	(500,000)	(3,200,997)			
Write off of tangible capital assets	(11,759)				(11,759)			
Change in Accumulated Surplus	1,761,011	(3,548,017)	5,320,788	(4,823,070)	(1,430,291)			
Accumulated Surplus, beginning of year	53,399,000	53,399,000	-	53,399,000	53,399,000			
Accumulated Surplus, end of year	55,160,011	49,850,983	5,320,788	48,575,930	51,968,709			

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Position
As at

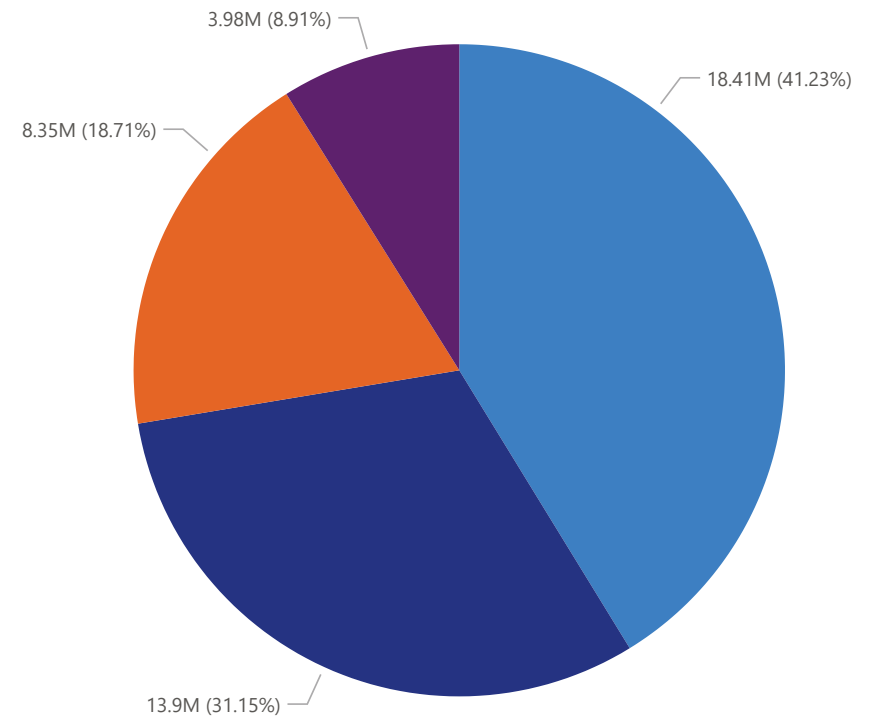
	30-Sep-20	30-Sep-19	31-Dec-19
FINANCIAL ASSETS			
Cash	11,826,785	5,174,238	6,432,090
Accounts receivable	928,565	2,898,287	672,761
	12,755,350	8,072,525	7,104,851
LIABILITIES			
Accounts payable and accrued liabilities	3,916,329	3,554,742	3,363,039
Deferred revenues	1,814,529	911,241	692,439
	5,730,858	4,465,982	4,055,477
NET FINANCIAL ASSETS (LIABILITIES)	7,024,492	3,606,543	3,049,374
NON-FINANANCIAL ASSETS			
Tangible capital assets	45,915,695	49,520,210	48,636,017
Inventory	71,439	81,666	92,913
Prepaid assets	2,148,385	1,716,701	1,620,697
Deposits	0	4,412	0
	48,135,519	51,322,989	50,349,627
ACCUMULATED SURPLUS	55,160,011	54,929,532	53,399,000

Lifecycle Funding and Spending Profile	Projects	Description	2020 Planned	2020 Forecast (YEE)	2020 Executed (YTD)	2020 Committed (YTD)	2020 Total (YTD)
Funding Source			('000)				
		Carry Forward Funds	1,562	1,562	1,562	0	1,562
		Current Year Funds	3,399	3,462	1,639	339	1,978
		Growth Project Funds	-	303	303	-	303
Total Funding Available			4,961	5,327	3,504	339	3,843
Spending Profile							
	Carry Forward Projects	2019 Carry Forward Projects	590	655	581	74	655
	New Projects	Building - Lifecycle	565	538	300	4	304
		Small Projects	400	400	190	17	207
		Furniture	-	-	-	-	-
		Sub-Total Building Lifecycle	1,555	1,593	1,071	95	1,166
		Vehicles - Lifecycle	130	114	113	1	114
		Technology	750	750	334	129	463
		Growth Projects	-	-	-	-	-
		Asset Management	225	225	-	-	-
Total Spending Profile			2,660	2,682	1,518	225	1,743
Net			2,301	2,645			3,584
		Contingency	739	739			739
Total Funds Available			1,562	1,906			2,845

Total Costs 2019 - \$69M



Total Costs September 2020 YTD - \$45M



Costs ● Direct Operating Costs ● Indirect Operating Costs ● Corporate Overhead ● Critical Value-Added Services Costs

Calgary Public Library Foundation Update

November 18, 2020

Major Gift Highlights

- Confirmed Gift Highlights
 - \$100,000 for TBD
 - \$54,000 for Accessibility Enhancements
 - \$15,000 for highest priority
 - \$12,000 for My First Bookshelf
 - \$10,000 for My First Bookshelf
- The donor funded, Wellness Desk which is held in partnership with Woods Homes, minimizes barriers to mental health support, allows Calgarians to discover and better navigate services available, and empowers caregivers and those wanting to learn how to best direct loved ones to the right services. 97% of Wellness Desk clients reported having a clear next step and feeling better equipped with support and knowledge after their time at the Desk.
- On November 17, a media release announcing a new fundraising initiative for My First Bookshelf will launch in time with our comprehensive appeal. My First Bookshelf is a one-year pilot program at Calgary Public Library in partnership with Dolly Parton's Imagination Library that will provide one age-appropriate, high-quality book every month to children from birth to age five — for free. The pilot is made possible thanks to The Dollywood Foundation of Canada, Canada Life, Rotary Club of Calgary East, Rotary Partners of Calgary at Stampede Park, and donors of the Calgary Public Library Foundation.

Other Fundraising Highlights

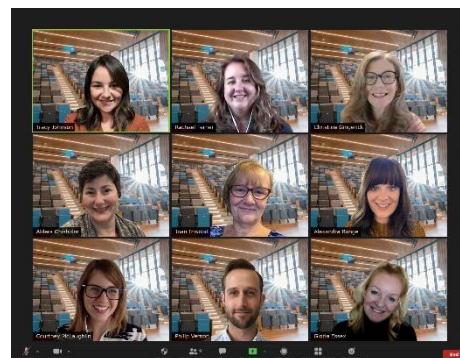
- Four Legacy gifts confirmed through our Legacy Survey sent in September.
- We continue to break records on Library Store!
 - We've seen a 116% increase in the number of Store orders YTD than in all of 2019.
 - Our jigsaw puzzles have sold out five times over.
 - More than 2,200 "I always have my nose in a book" non-medical masks have been sold since August 20.
- Our Holiday Direct Mail (in mailboxes now) highlights My First Bookshelf.
 - In the first day, we've 16 new monthly donors and counting
- Canada Helps is featuring the Calgary Public Library Foundation for their Giving Tuesday (Dec 1st) Media appeal.



Stewardship Highlights

- The 2nd Birthday of Central Library “Zoomed” by and our team celebrated with a virtual card
- The Window of Opportunity inscriptions have gone digital and each person who purchased an inscription received an update on the 2nd year of the Central Library. libraryfoundation.ca/windows.

Two short videos were created to show mid-level donors some of the new services at the Library



Operations

- Sade Nasser begins as our Director of Development on December 1, 2020.
 - Sade Nasser is a relationship virtuoso with a talent for uncovering the causes closest to people’s hearts. Her previous experience includes the Alberta Children’s Hospital Foundation where she demonstrated a talent for working closely with donors and volunteers, developed close relationships with leadership, and managed and mentored a team of fundraisers. Prior to her work with the Hospital Foundation, she contributed to the success of both the University of Sydney, Australia and the University of Calgary.
- Christine Gingerick, Director of Donor Relations, retires December 24, 2020

Upcoming

- **November 30** – Donor Town Hall with Mark Asberg and Tracy Johnson
- **December 1** – Giving Tuesday
- **December 1** – Launch of Holiday Giving Guide.
- **December 16** – Deadline for Store purchases before the holidays