



THE CALGARY PUBLIC LIBRARY BOARD

Financial Statements

For the Year Ended December 31, 2013

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

	2013	2012
	\$	\$
FINANCIAL ASSETS		
Cash	10,503,195	8,789,861
Accounts receivable (Note 12)	1,344,644	593,511
	<u>11,847,839</u>	<u>9,383,372</u>
LIABILITIES		
Accounts payable and accrued liabilities (Note 3, 12)	5,555,249	3,234,669
Deferred revenues (Note 4)	140,107	356,246
City of Calgary financing (Note 5)	293,720	1,223,741
	<u>5,989,076</u>	<u>4,814,656</u>
NET FINANCIAL ASSETS	<u>5,858,763</u>	<u>4,568,716</u>
NON-FINANANCIAL ASSETS		
Tangible capital assets (Note 7, Schedule 1)	49,637,408	45,675,220
Inventory	50,606	64,112
Prepaid expenses (Note 8)	1,544,315	1,497,611
	<u>51,232,329</u>	<u>47,236,943</u>
ACCUMULATED SURPLUS (Note 9)	<u>57,091,092</u>	<u>51,805,659</u>

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

On behalf of the Board

Member

Member

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Operations and Accumulated Surplus
For the Year Ended December 31,

	Budget \$ (Unaudited)	2013 \$	2012 \$
REVENUES			
City of Calgary (Schedule 2, Note 14)	42,160,754	42,907,759	40,441,125
Province of Alberta (Schedule 2)	5,839,757	5,864,757	5,835,616
Fines and fees	3,228,582	3,024,407	3,214,379
Investment and other revenue	457,152	605,364	1,232,507
Donations, grants and sponsorships (Note 15)	-	1,397,825	1,368,292
	51,686,245	53,800,112	52,091,919
EXPENSES			
Salaries and employee benefits	33,550,090	33,432,052	33,018,463
Collections	7,673,000	4,677,945	4,749,838
Building and equipment	2,690,158	3,609,018	3,553,718
General operating (Note 15)	4,494,077	5,201,267	4,402,587
Amortization	-	6,738,374	6,596,575
Occupancy costs	729,555	695,014	706,920
Interest charges on City of Calgary financing	29,848	29,848	76,419
	49,166,728	54,383,518	53,104,520
DEFICIENCY OF REVENUES OVER EXPENSES - BEFORE OTHER	2,519,517	(583,406)	(1,012,601)
OTHER			
(Loss) gain on disposal of tangible capital assets		(36,240)	8,617
Government transfers for capital (Schedule 2)	-	5,905,079	7,039,813
EXCESS OF REVENUES OVER EXPENSES	2,519,517	5,285,433	6,035,829
ACCUMULATED SURPLUS, beginning of year		51,805,659	45,769,830
ACCUMULATED SURPLUS, end of year		57,091,092	51,805,659

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

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Cash Flows
For the Year Ended December 31,

	2013	2012
	\$	\$
OPERATING		
Excess of revenues over expenses	5,285,433	6,035,829
Non-cash charges to operations		
Amortization	6,738,374	6,596,575
Loss (gain) on disposal of tangible capital assets	36,240	(8,617)
Adjustments of tangible capital assets	3,750	5,922
Change in non-cash working capital (Note 11)	1,320,110	(854,199)
Cash provided by operating transactions	13,383,907	11,775,510
CAPITAL		
Acquisition of tangible capital assets	(10,740,552)	(12,628,152)
Proceeds on disposal of tangible capital assets	-	17,287
Cash used in capital transactions	(10,740,552)	(12,610,865)
FINANCING		
Loans repaid	(930,021)	(884,929)
CASH, beginning of year	8,789,861	10,510,145
CASH, end of year	10,503,195	8,789,861

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Change in Net Financial Assets
For the Year Ended December 31,

	2013	2012
	\$	\$
EXCESS OF REVENUES OVER EXPENSES	5,285,433	6,035,829
Amortization of tangible capital assets	6,738,374	6,596,575
Change in inventory and prepaid expenses	(33,198)	(211,055)
Acquisition of tangible capital assets	(10,740,552)	(12,628,152)
Proceeds on disposal of tangible capital assets	-	17,287
Loss (gain) on disposal of tangible capital assets	36,240	(8,617)
Adjustments of tangible capital assets	3,750	5,922
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	1,290,047	(192,211)
NET FINANCIAL ASSETS, beginning of year	4,568,716	4,760,927
NET FINANCIAL ASSETS, end of year	5,858,763	4,568,716

THE CALGARY PUBLIC LIBRARY BOARD
Schedule of Tangible Capital Assets
Schedule 1
For the Year Ended December 31,

	Materials	Building	IT Equipment	Furniture and Equipment	Work In Progress	Vehicles	2013 \$	2012 \$
COST:								
BALANCE, BEGINNING OF YEAR	51,922,968	34,752,041	8,293,957	5,587,340	393,604	495,355	101,445,265	89,439,058
Acquisition of tangible capital assets	3,078,738	179,706	877,595	232,325	6,311,380	60,808	10,740,552	12,628,152
Asset transfers	-	-	-	2,076	(2,076)	-	-	-
Disposal of tangible capital assets (Note 14)*	(15,211,464)	(176,904)	(795,403)	(193,023)	-	-	(16,376,794) *	(616,025)
Adjustments of tangible capital assets	-	-	-	-	(3,750)	-	(3,750)	(5,922)
BALANCE, END OF YEAR	<u>39,790,242</u>	<u>34,754,843</u>	<u>8,376,149</u>	<u>5,628,718</u>	<u>6,699,158</u>	<u>556,163</u>	<u>95,805,273</u>	<u>101,445,265</u>
ACCUMULATED AMORTIZATION:								
BALANCE, BEGINNING OF YEAR	32,038,722	15,728,636	4,874,584	2,933,940	-	194,163	55,770,045	49,780,824
Annual amortization	4,018,023	1,418,031	1,064,153	177,604	-	60,563	6,738,374	6,596,575
Asset transfers	-	-	-	-	-	-	-	-
Accumulated amortization on disposals (Note 14)*	(15,211,464)	(176,350)	(790,285)	(162,455)	-	-	(16,340,554) *	(607,354)
BALANCE, END OF YEAR	<u>20,845,281</u>	<u>16,970,317</u>	<u>5,148,452</u>	<u>2,949,089</u>	<u>-</u>	<u>254,726</u>	<u>46,167,865</u>	<u>55,770,045</u>
NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	<u>18,944,961</u>	<u>17,784,526</u>	<u>3,227,697</u>	<u>2,679,629</u>	<u>6,699,158</u>	<u>301,437</u>	<u>49,637,408</u>	<u>45,675,220</u>
2012 NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	<u>19,884,246</u>	<u>19,023,405</u>	<u>3,419,373</u>	<u>2,653,400</u>	<u>393,604</u>	<u>301,192</u>	<u>45,675,220</u>	

* Included in this balance is \$15,211,464 relating to fully amortized assets and \$682,201 relating to the Flood.

THE CALGARY PUBLIC LIBRARY BOARD
Schedule of Government Transfers
Schedule 2
For the Year Ended December 31,

	2013 Budget (unaudited)	2013 \$	2012 \$
Transfers for operating:			
City of Calgary	42,160,754	42,163,708	40,441,125
City of Calgary Flood Insurance Proceeds (Note 14)		744,051	-
Provincial Government	5,839,757	5,864,757	5,835,616
	<u>48,000,511</u>	<u>48,772,516</u>	<u>46,276,741</u>
Transfers for capital:			
City of Calgary	-	5,903,851	6,964,903
Provincial Government	-	1,228	74,910
	<u>-</u>	<u>5,905,079</u>	<u>7,039,813</u>
Total Government Transfers	<u>48,000,511</u>	<u>54,677,595</u>	<u>53,316,554</u>

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

1. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared by management in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board (the "PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada"). The Library's significant accounting policies are:

Basis of Accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned, measurable, and collection is reasonably assured with the exception of Flood insurance proceeds as described in Note 14.

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase of tangible capital assets. These funds are accounted for as deferred revenue until used for the purpose specified. Revenue is recognized in the period when the related expenses are incurred and any eligibility criteria have been met.

Reconciliation of Financial Plan (Budget) to Financial Statements

The legislative requirements under the Municipal Government Act for the Financial Plan (Budget) are that cash inflows for the period must equal cash outflows. The Calgary Public Library Board has followed and will continue to follow this requirement. Cash inflows and outflows include such items as: debt proceeds, transfers to and from reserves and surplus, debt principal repayment and sale proceeds. These items are not recognized as revenues and expenses in the Statement of Operations as they do not meet the Public Sector Accounting Standard requirements. The legislation does not require (but does not preclude) the funding of non-cash items such as amortization or liability accruals to provide for future cash requirements, thus, there is no legislative requirement to include these items in the Financial Plan. However, these items are recognized as expenses in the Statement of Operations. Thus, the financial items included in the legislative Financial Plan and the Public Sector Accounting Statement of Operations is different. The purpose of this note is to explain the difference between these two requirements and demonstrate how the legislative requirements for a balanced budget, or Financial Plan net balance of "0", has been met.

Calgary Public Library Board
Financial Plan Balance Compliance Schedule
For the year ended December 31, 2013

	2013 Budget (Unaudited)	2013 Actual	2012 Actual
STATEMENT OF OPERATIONS			
REVENUES			
City of Calgary	42,160,754	42,163,708	40,441,125
City of Calgary Flood Insurance Proceeds (Note 15)	-	744,051	-
Province of Alberta	5,839,607	5,864,757	5,835,616
Fines and fees	3,228,482	3,024,407	3,214,379
Investment and other revenue	457,152	605,364	1,232,507
Donations, grants and sponsorships	-	1,397,825	1,368,292
Total Revenues	51,685,995	53,800,112	52,091,919
EXPENSES			
Salaries and employee benefits	33,550,090	33,432,052	33,018,463
Collections	7,673,000	4,677,945	4,749,838
Building and equipment	2,690,258	3,609,018	3,553,718
General operating	4,494,123	5,201,267	4,402,587
Amortization	-	6,738,374	6,596,575
Occupancy costs	729,655	695,014	706,920
Interest charges on City of Calgary financing	29,848	29,848	76,419
	49,166,974	54,383,518	53,104,520
DEFICIENCY OF REVENUES OVER EXPENSES -BEFORE OTHER	2,519,021	(583,406)	(1,012,601)
OTHER			
(Loss) gain from disposal of tangible capital assets	-	(36,240)	8,617
Government transfers for capital	-	5,905,079	7,039,813
EXCESS OF REVENUES OVER EXPENSES	2,519,021	5,285,433	6,035,829
ADJUSTMENTS FOR NON-CASH ITEMS:			
Amortization expense	-	6,738,374	6,596,575
ADJUSTMENTS FOR CASH ITEMS:			
TCA additions expenditures (Schedule 1)	-	(10,740,552)	(12,628,152)
Loans repaid	(930,021)	(930,021)	(884,929)
Changes in fund balances and capital reserves	-	(803,396)	866,085
Contribution to reserves	(1,589,000)	-	-
Adjustments of tangible capital assets	-	3,750	5,922
Loss (gain) from disposal of tangible capital assets	-	36,240	(8,617)
Insurance proceeds not received from the City of Calgary	-	410,172	-
Proceeds from disposal of tangible capital assets	-	-	17,287
FINANCIAL PLAN BALANCE	-	-	-

Use of Estimates

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

Government Transfers

Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return.

Government transfers for capital are recognized in the financial statements as other revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

Non Financial Assets

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

a) Tangible Capital Assets

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

Major Category	Years
Materials	10
Buildings	10 - 75
Furniture and Equipment	5 - 25
IT Equipment	3.5 - 10
Vehicles	7 - 10

Work in progress is not amortized until the asset is available for productive use.

b) Prepaid expenses

Subscriptions, software annual maintenance contracts, occupancy, and insurance are recorded as prepaid expenses and are recognized as an expense over the corresponding period of the service provided (Note 8).

c) Inventories

Supplies held for consumption are recorded at the lower of cost and net replacement value.

d) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred. The Library did not have capital leases during the reporting period.

e) Cultural and Historical Tangible Capital Assets

The local history collection is not recorded as a tangible capital asset but is disclosed (Note7).

The City of Calgary Financing

The City of Calgary provides financing in the form of loans for some of the Library's budgeted major capital asset expenditures. These financial statements reflect that portion of financing received by the Library to acquire tangible capital assets. There has been no additional indebtedness incurred in the current reporting period.

Principal payments made in respect of The City of Calgary financing are reflected as a reduction of liabilities in the Statement of Financial Position. The interest payments are reported as expenses in the Statement of Operations.

Revenue

The operating grant from The City of Calgary is determined annually during the budget process and is received on a quarterly basis but accrued and recorded on a monthly basis. The operating grant from the Province of Alberta is received in one or two lump-sum payments and is accrued and recorded on a monthly basis. Investment income is accrued and recorded on a monthly basis. Revenue from fines and fees, donations, grants and sponsorships and other revenue is accounted for when the funds are received.

Accumulated Surplus

The accumulated surplus includes restricted funds which have been designated for the replacement and upgrade of the Library's automated systems, facility refurbishment and major renovations, and construction of new facilities, as well as obligations under sponsorships. Note 9 provides a listing of all restricted and unrestricted amounts that form the accumulated surplus.

Adoption of New Accounting Standards

The following new accounting standards were issued by the Public Sector Accounting Board and are effective for fiscal years beginning on or after April 1, 2012. The Library was required to adopt the new standards effective January 1, 2013:

PS 1201	:	Financial Statement Presentation
PS 2601	:	Foreign Currency Translation
PS 3410(Revised)	:	Government Transfers
PS 3450	:	Financial Instruments
PS 3510	:	Tax Revenue

PS 1201 – Financial Statement Presentation requires the Library to include a statement of remeasurement gains and losses as part of the financial statements. Such a statement has not been included as part of the December 31, 2013 year end financial statements as PS2601 and PS3450 do not apply to the Library and as such there are no remeasurement gains or losses incurred.

The Library has determined that PS2601 – Financial Currency Translation, PS 3450 – Financial Instruments and PS 3510- Tax Revenue do not apply to the Library and as such these standards did not have any impact on the December 31, 2013 year end financial statements.

PS 3410(Revised): Government Transfers did not have an impact on the December 31, 2013 year end financial statements as the Library was recording government funding in accordance with the requirements of this section.

2. CREDIT FACILITY

The Library has an unsecured revolving credit facility to a maximum of \$1,000,000. The interest rate on the facility fluctuates with the Royal Bank's prime rate per annum. The purpose of the credit facility is to ensure cash flow timing does not affect normal Library operations. It is not intended to be used as debt to fund additional Library operations. At December 31, 2013, the balance of the facility was \$nil (2012 – \$nil).

3. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities are comprised of the following:

	2013		2012	
Accounts payable - Items invoiced not paid/goods received not invoiced	\$	1,317,937	\$	633,019
Salary and non salary accruals		1,833,312		394,771
Employee vacation pay accrual		930,758		898,854
Benefit & salary deduction payables net		1,473,242		1,308,025
Total	\$	5,555,249	\$	3,234,669

4. DEFERRED REVENUES

	2013		2012	
Opening balance	\$	356,246	\$	199,636
Addition to deferred revenues		11,230		231,520
Recognized revenues		(227,369)		(74,910)
Ending balance	\$	140,107	\$	356,246

Deferred revenues are comprised of the following:

	2013		2012	
Capital deposits	\$	128,696	\$	148,771
One time City Funding		-		207,294
Prepaid deposits		11,200		-
Other		211		181
Total	\$	140,107	\$	356,246

5. LOANS

Loans payable are due to The City of Calgary and are unsecured. Loan repayments are as follows:

		Principal		Interest		Total
2014	\$	293,720	\$	996	\$	294,716
Total	\$	293,720	\$	996	\$	294,716

6. FINANCIAL INSTRUMENTS

The Library's financial instruments are cash, accounts receivable, accounts payable and accrued liabilities and The City of Calgary financing. Except for The City of Calgary financing, the carrying value of these items approximates the fair value. To estimate the fair value of The City of Calgary financing, the Library uses lending rates currently available to it for the issuance of financing with similar terms and remaining maturities from the City of Calgary's primary lender, the Alberta Capital Finance Authority. At December 31, 2013 the estimated fair value of loans was \$284,430 (\$1,229,673 at December 31, 2012) compared to a carrying value of \$293,720 (\$1,223,741 at December 31, 2012).

7. TANGIBLE CAPITAL ASSETS (Schedule 1)

Category (Net Book Value)		2013		2012
Materials	\$	18,944,961	\$	19,884,246
Building		17,784,526		19,023,405
IT Equipment		3,227,697		3,419,373
Furniture and Equipment		2,679,629		2,653,400
Work In Progress		6,699,158		393,604
Vehicles		301,437		301,192
Total	\$	49,637,408	\$	45,675,220

The Calgary Public Library maintains a local history collection that is on permanent display on the fourth floor of the Calgary Public Library Central Branch. It is available for public viewing by request. The collection is not recorded as a tangible capital asset in the financial statements and is not amortized.

8. PREPAID EXPENSES

Prepaid expenses are comprised of the following:

	2013		2012	
Occupancy	\$	40,432	\$	33,037
Software annual maintenance contracts		984,258		951,322
Subscriptions		519,075		499,438
General		550		13,814
Total	\$	1,544,315	\$	1,497,611

9. ACCUMULATED SURPLUS

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

	2013		2012	
Unrestricted surplus	\$	721,841	\$	2,017
Restricted surplus				
Special Purpose Fund		951,382		1,144,762
Replacement Reserve		4,134,547		3,611,659
Pay as You Go Reserve		1,304,407		1,658,332
Automation Reserve		635,227		937,410
Equity in tangible capital assets		49,343,688		44,451,479
Total Accumulated Surplus	\$	57,091,092	\$	51,805,659

Equity in tangible capital assets consists of the following items:

	2013		2012	
Tangible capital assets (Schedule 1)	\$	95,805,273	\$	101,445,265
Accumulated amortization (Schedule 1)		(46,167,865)		(55,770,045)
Loans (Note 5)		(293,720)		(1,223,741)
	\$	49,343,688	\$	44,451,479

10. COMMITMENTS

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

Year	\$
2014	500,000
2015	501,000
2016	436,000
2017	295,000
2018	121,000
Thereafter through to 2023	75,000

The Library is committed to an electricity fixed price contract to June 30, 2016 and a natural gas fix price contract to December 31, 2014. Capital commitments for major capital projects amount to \$2,222,693 at December 31, 2013 (\$112,785 at December 31, 2012). Operating commitments amount to \$529,875 at December 31, 2013 (\$211,794 at December 31, 2012).

11. CHANGE IN NON-CASH WORKING CAPITAL

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

	2013	2012	Change
Accounts receivable	1,344,644	593,511	\$ (751,133)
Accounts payable and accrued liabilities	5,555,249	3,234,669	2,320,580
Deferred revenues	140,107	356,246	(216,139)
Inventory	50,606	64,112	13,506
Prepaid expenses	1,544,315	1,497,611	(46,704)
Change in Non-Cash Working Capital			\$ 1,320,110

12. RELATED PARTY TRANSACTIONS

The Library conducts transactions with The City of Calgary in the normal course of business. Included in accounts receivable at December 31, 2013 is \$978,822 (2012 - \$229,705) due from and included in accounts payable and accrued liabilities is \$nil (2012 - \$15,750) due to The City of Calgary. These transactions are recorded at the exchange amount, which represents the amount agreed to by both parties.

13. LOCAL AUTHORITIES PENSION PLAN

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

The pension expense recorded in these financial statements as Salaries and Employee Benefits expense represents the Library's annual contributions of \$1,869,281 in 2013 (2012 - \$1,692,410). All full-time staff employed by the Library are members of the Local Authorities Pension Plan ("LAPP") after a qualification period.

The pension plan is currently in a deficit deficient position of \$(4,977,303,000) in 2012 a slight increase from \$(4,639,390,000) in 2011. 2012 information is provided as most recent information was not available at the time of preparing the financial statements.

14. SIGNIFICANT EVENT

In June of 2013, The Central Library experienced a flood event that caused significant damage to Tangible Capital Assets ("TCA"). As a result, the basement of the Central Library was damaged, including furniture and equipment. Certain TCA that were damaged were fully written off during the year (Schedule 1). The Library has repaired and replaced significant portions of the basement TCA as a result of the flood, with further repairs and replacements to occur into the foreseeable future. Costs are capitalized to TCA or expensed as repairs and maintenance in accordance with the Library's capitalization policy. Eligible costs are expected to be funded by the insurance proceeds from The City of Calgary.

During fiscal 2013, The Library incurred flood related expenses of \$1,674,481, which include the capital additions and repairs and maintenance costs. The City of Calgary revenue includes an amount \$744,050 relating to insurance proceeds received during the year to cover the repair and replacement cost of damages caused by flood. The Library has used reserve funding to bridge the difference between expenditures incurred in 2013 and amounts which are expected to be received from The City of Calgary (the Library's insurer) in future periods. No amounts have been accrued relating to the remaining balance of \$930,431 as at December 31, 2013 as measurement and collection is not reasonable assured.

Of the remaining amount of above, The Library received \$710,711 subsequent to year end, which has been recognized as revenue in 2014.

15. CALGARY PUBLIC LIBRARY FOUNDATION

The Calgary Public Library Foundation (the "Foundation") financial statements are not consolidated with the Library. The Foundation was established in 1999, and operationalized in 2000. It is a stand-alone charity registered with the federal and provincial governments. The purpose of the Foundation is:

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

During fiscal 2013, the Foundation donated \$1,182,888 (2012 - \$654,268) to the Library which has been included in donations, grants, and sponsorships revenue.

The Library entered a three year agreement with the Foundation, starting in 2013 to contribute \$546,196 annually to funding the Foundation's operating costs. In previous year's the Library only covered the cost of the mail out campaign (2012 - \$126,101). This cost is included in the Library's financial statements in general operating expense.