

**Calgary Public Library  
Board Meeting**

**Wednesday, April 27, 2016**

**5:30 PM**



**CALGARY  
PUBLIC  
LIBRARY**

**2nd Floor Boardroom  
Central Library**



## Agenda

- I. **Chair's Opening Remarks**
- II. **Review of Agenda**
- III. **Consent Agenda**
  - A. Minutes of the March 30, 2016 Board Meeting ...2
  - B. Chair's Report ...8
- IV. **Business Arising**
  - A. Business Arising from the Minutes
- V. **Chief Executive Officer's Report** ...10  
*- Mr. Bill Ptacek, CEO Information*
  - A. Memorial Park Library Engagement ...22  
*- Ms. Cathy Freer-Leszczynski, Director, Partnership Development Information*
  - B. Partnership Support for Summer Learning ...24  
*- Ms. Cathy Freer-Leszczynski, Director, Partnership Development Information*
- VI. **Audit and Finance Committee**
  - A. Report of the April 21, 2016 Meeting ...verbal  
*- Ms. Debra Giles, Committee Chair Information*
  - B. Quarterly Risk Review ...26  
*- Ms. Debra Giles, Committee Chair Information*
  - C. Controller's Report for the Period Ended March 31, 2016 ...34  
*- Ms. Debra Giles, Committee Chair Information*
  - D. Operating Budget Adjustments Q1 2016 ...44  
*- Ms. Debra Giles, Committee Chair Decision*

VII.	<b>Governance Committee</b>	
	A. Report of the April 6, 2016 Meeting - Ms. Shereen Samuels, Committee Chair	...48 Information
VIII.	<b>Strategy &amp; Community Committee</b>	
	A. Report of the April 11, 2016 Meeting - Ms. Catherine Angus, Committee Chair	...52 Information
	B. Update on Strategic Scorecard: Q1 2016 - Mr. Paul Lane, Director, Corporate Services	...56 Information
	C. Advocacy Update - Ms. Catherine Angus, Committee Chair	...64 Information
IX.	<b>Calgary Public Library Foundation Board</b>	
	A. Update - Mr. Rob Macaulay, Board Representative	...66 Information
	B. Procedures for Naming Opportunities over \$1 Million - Mr. Paul McIntyre Royston, President & CEO, Calgary Public Library Foundation	...verbal Information
X.	<b>Other Business</b>	
	A. Opportunity for New Central Library site visit - Mr. Bill Ptacek, CEO	...verbal Information
XI.	<b>Adjournment</b>	

Minutes  
**Calgary Public Library Board Meeting**  
2<sup>nd</sup> Floor Boardroom, Central Library  
Wednesday, March 30, 2016  
5:02 pm

**In Attendance:**

**Board**

Ms. Janet Hutchinson, Chair  
Ms. Catherine Angus  
Ms. Debra Giles  
Ms. Temina Lalani-Shariff  
Mr. Rob Macaulay  
Mr. Avnish Mehta

**Administration**

Mr. Bill Ptacek, Chief Executive Officer  
Mr. Mark Asberg, Director, Service Delivery  
Ms. Cathy Freer-Leszczynski, Director, Partnership  
Development  
Ms. Ellen Humphrey, Deputy Chief Executive Officer  
Ms. Elrose Klause, Controller  
Mr. Paul Lane, Director, Corporate Services  
Mr. Paul McIntyre Royston, Director, External Relations  
Ms. Kristen Duke, Service Design Lead, Early Literacy

**Regrets**

Councillor Evan Woolley  
Councillor Druh Farrell  
Ms. Judy Gray  
Ms. Shereen Samuels

**I. Chair's Opening Remarks**

Ms. Hutchinson welcomed Ms. Terrill Budd and Ms. Elsa Watson of CUPE Local 1169. She reminded the Board of two things: to vote in the ALTA elections, and that the Volunteer Recognition event will be held on the evening of Friday, April 15<sup>th</sup>. She read aloud a note of thanks from former Mayor David Bronconnier for the gift he received to acknowledge his contributions to the NCL project.

**II. Review of Agenda**

MOVED by Ms. Lalani-Shariff, seconded by Mr. Macaulay, that the Agenda be approved as presented.

Carried Unanimously

**III. Consent Agenda**

MOVED by Ms. Angus, seconded by Ms. Giles, that the Consent Agenda, containing the following items, be approved as presented:

- a. Minutes of the February 24, 2016 Board Meeting
- b. Chair's Report

Carried Unanimously

#### **IV. Business Arising**

##### **A. Business Arising from the Minutes**

There was no business arising.

##### **V. Chief Executive Officer's Report**

*- Mr. Bill Ptacek, CEO*

The Book Truck launch, which occurred nearly 25 years to the day since Bookmobile service was suspended, was successful. Mayor Nenshi, who did an impromptu storytime, was an active participant and a great addition to the event. The Library also worked with the Kincorra Community Association to launch a book club in this newer community. It may be used as a model for partnering with other community associations.

##### **A. Early Learning Spaces**

*- Ms. Kristen Duke, Service Design Lead, Early Literacy*

Mr. Ptacek introduced Ms. Duke, who provided the Board with a photographic tour of the Early Literacy Centre which opened at Fish Creek Library on February 18<sup>th</sup>. While that library is unique in the amount of space available, adapted forms of early learning spaces will be going into all libraries. There are several different types of spaces for different age groups and purposes. In the baby and toddler nest, there is both a bright, playful space stocked with manipulatives, sensory materials and interactives, and a cozy area where children can remove themselves and sit quietly and read or be read to. Other areas include a theatre space, the build centre and a writing/creative space. The spaces are designed to be flexible and to encourage growth in imagination, executive function, and language skills. Mr. Asberg noted that Fish Creek Library has extended its hours and will now open at 9 am to allow families greater access to the Early Literacy Centre. Mr. McIntyre Royston added that \$150,000 is now being spent at Village Square Library to create a similar experience.

Mr. Asberg updated the Board on the high-profile child-centred literacy space that is being developed on the main floor of the Central Library. The literacy space aligns well with strategic plan objectives and acts as a pilot for the grander scale ideas for the New Central Library. The expectation is to open it in June. Mr. Macaulay asked about the wisdom of such an installation given the recent difficulties with crime in the building. Mr. Asberg and Mr. Ptacek answered that this is precisely the sort of pro-social programming that was recommended by the consultants, allowing the community to take back the space.

There being no objections, *The Chief Executive Officer's Report* was received for information.

#### **VI. Audit & Finance Committee**

##### **A. Report of the March 22, 2016 Meeting**

*- Ms. Debra Giles, Committee Chair*

Ms. Giles reported that the audit was clean and that the Audit Committee had been afforded the opportunity to meet in camera with the auditors, Deloitte. She congratulated Ms. Klause and her team.

**B. Presentation of the Audited Financial Statements**

*- Ms. Debra Giles, Committee Chair*

The single change made by the auditors to the 2015 Financial Statements presented to the Audit and Finance Committee was in the tangible capital asset section to indicate that legal title for Library buildings is held by The City of Calgary with the Library acting as steward. She also drew the Board's attention to the changes in asset accounting policy which applies to furniture and equipment and to Information Technology assets. Ms. Giles concluded by stating that the Year-End Communication is good and issue-free.

MOVED by Ms. Giles, seconded by Mr. Macaulay, that the Calgary Public Library Board:

- a. approve the Draft Audited Financial Statements of the Calgary Public Library Board for the year ended December 31, 2015;
- b. receive Deloitte's Year-end Communication on 2015 audit results dated March 22, 2016 for information.

Carried Unanimously

**A. Consolidation of Capital Reserves**

*- Ms. Debra Giles, Committee Chair*

Ms. Klause presented the history of reserve funding and explained that the new system is being put in place in order to make accounting simpler. Ms. Giles added that as the Board approves only total expenditures, not by category, this change makes good sense.

MOVED by Ms. Lalani-Shariff, seconded by Ms. Giles, that the Calgary Public Library Board approve:

- a. the merger of the Replacement Capital Reserve, the Automation Reserve and the Pay-as-you-go Reserve into one Capital Reserve;
- b. that any funds in the new Reserve will fund the capital spending plan;
- c. that any previous approvals restricting the use of the funds be voided by the approval of this recommendation;
- d. and that the restriction of maintaining a minimum balance not be included in the new account.

Carried Unanimously

**D. Capital Expenditure Forecast Update**

*- Ms. Debra Giles, Committee Chair*

Ms. Giles apprised the Board that they are being asked to approve the revised Capital Expenditure Forecast which has changed as a result of projects scheduled for completion in 2015 continuing forward into 2016. The Board will review the Forecast annually on a go-forward basis.

In response to a question from Ms. Angus as to why expenditures are dropping so dramatically in the coming years, Mr. Ptacek explained that there is a strong push to get branch renovations underway immediately. They are expected to be complete by the time the New Central Library opens in 2018.

MOVED by Mr. Mehta, seconded by Ms. Giles that the Calgary Public Library Board approve the updated Capital Expenditure Forecast as presented in Attachment 1.

Carried Unanimously

**E. Annual Risk Review**

- Ms. Debra Giles, Committee Chair

The most recent iteration of the risk heat map was discussed. Particular attention was paid to the methodology for community partnership relationships which is seen to be flawed due to its exclusive reliance on program statistics. Mr. Asberg presented information on ongoing measures to improve security, particularly in the Central Library. He does not anticipate that it will improve largely owing to factors outside the Library's control. All other measures in the red category have mitigation strategies in place. Mr. Macaulay pointed out that the register is working as items are moving from one category to another and the Board is having a fulsome discussion and being kept informed. He commended Ms. Klause and Ms. Giles for their diligent work on this task.

MOVED by Ms. Giles, seconded by Ms. Angus, that the Calgary Public Library Board receive *The Annual Risk Review* for discussion and information.

Carried Unanimously

Ms. Hutchinson took the opportunity to congratulate Ms. Klause and her team on behalf of the Board for the clean audit, stating that it is important when going before The City's Audit Committee. She requested that the Risk Register heat map be included in the package of documents presented to that committee.

**VII. Strategy & Community Committee**

**A. Report of the March 14, 2016 Meeting**

- Ms. Catherine Angus, Committee Chair

Ms. Angus recapped the meeting, noting that the Committee is on track with their workplan and is being intentional in following through with the retreat recommendations. The in-camera item discussed at the meeting will be discussed by the Board during the in-camera agenda.

There being no objections, the *Report of the Strategy & Community Committee, March 14, 2016* was received for information.

Carried Unanimously



## **VIII. Other Business**

### **A. Clarification and Review of Naming Policy** *- Ms. Janet Hutchinson, Chair*

The Board reviewed the naming policy and discussed the recent Urgent Motion presented by Ms. Hutchinson to the Board via email. She reinforced the fact that naming opportunities are first presented to the External Relations Committee of the Calgary Public Library Foundation Board, which asks the difficult questions regarding the suitability of the naming rights proposal. The Board discussed concerns about term length of naming rights, with Ms. Hutchinson noting that Mr. Duckworth had examined them and found them to be in line with other charitable organizations. It was agreed by all present that email was not the best method for these sorts of discussions, and that either a telephone or face to face meeting would be best in future. The Foundation's External Relations Committee will prepare a report on the gift and naming table for presentation at the next Board meeting.

## **IX. In Camera Agenda**

MOVED by Ms. Angus, seconded by Mr. Mehta, that the Calgary Public Library Board move in-camera, in accordance with Section 24(1)(a) of the Freedom of Information and Protection of Privacy Act, and Section 4.9 (c) of the Calgary Public Library Board Governance Bylaw.

Carried Unanimously

MOVED by Ms. Lalani-Shariff, seconded by Ms. Giles, that the Calgary Public Library Board, in accordance with Section 24(1)(a) of the Freedom of Information and Protection of Privacy Act, and Section 4.9 (c) of the Calgary Public Library Board Governance Bylaw, rise and report.

Carried Unanimously

MOVED by Mr. Macaulay, seconded by Mr. Mehta, that the Calgary Public Library Board approve the recommendation to name the Westbrook Library in recognition of a major gift, and further, that the new name remain confidential until a public announcement is made.

Carried Unanimously

## **X. Adjournment**

MOVED by Mr. Macaulay, seconded by Ms. Lalani-Shariff, that the meeting be adjourned at 7:48 pm.

Carried Unanimously

Transcribed by Kathryn Nikolaychuk

---

Ms. Janet Hutchinson  
Chair

---

Mr. Bill Ptacek  
Chief Executive Officer



Report to the  
Calgary Public Library Board  
April 27, 2016  
**Chair's Report**

April 5 Meeting with Catherine re: CEO compensation initiative

April 6 Meeting with Vincent Duckworth re: follow-up to Foundation training  
Governance Committee Meeting

April 8 CMLC Placemakers Event

April 11 Strategy & Community Committee Meeting  
Meeting with Catherine & Bill re: Board agenda

April 12 Meeting with Evan and Bill

April 13 ICD Directors Roundtable event breakfast  
ULC Audit Committee review meeting (via phone)  
Mid-term meeting with Avnish  
Foundation External Relations Committee Meeting

April 19 Mid-term meeting with Debra  
Foundation Board Meeting

April 21 Mid-term meeting with Rob  
Audit & Finance Committee Meeting

April 23 Westbrook Grand Opening

April 27 Board Meeting

April 28-May 1 ALC Conference in Jasper

Janet Hutchinson  
Board Chair



Report to the  
Calgary Public Library Board  
April 27, 2016  
**Chief Executive Officer's Report**

## **GOVERNMENT RELATIONS**

The deliberations and public engagement for the new Green Line LRT are heating up. The Library has several points of intersection with this planning effort. The future station at 64<sup>th</sup> Avenue will be directly across the street from the Judith Umbach Library. The line will have a major station at Centre Street and 16<sup>th</sup> Avenue. As part of the transit-oriented development for that station, a new library would be a perfect match and cover an area that currently does not have a library in that vicinity. The manner in which the Green Line enters and moves through downtown may have an impact on the Memorial Park Library and possibly have implications for the New Central Library. As the engagement continues there will be more opportunities to discuss other stations in the far north and far south.

One transit-oriented development that is ripe for development is the Louise Riley Library site. A few developers who represent properties in the area are interested in a comprehensive redevelopment of that entire library/park/fire station/community centre site. Councillor Druh Farrell has taken the lead in bringing all parties together to create a master plan and conduct a community engagement process. This could be a great model for our ideas of redeveloping libraries in established communities. Last week, the Calgary Public Library Foundation conducted a tour of the Louise Riley Library and had their largest turnout yet – 28 donors and their families. The group responded very positively to the possibility for a new library and the redevelopment of the entire site.

Of course, our most immediate transit-oriented development is the new Westbrook Library. It opened on Saturday, April 23<sup>rd</sup>. As part of that grand opening, there was a community-based walk/book conveyance from the Shaganappi Library, across Bow Trail and into the Westbrook Library. The library opening also incorporated a dedication and naming ceremony in honour of a generous family who have made a substantial commitment to the Calgary Public Library Foundation's Add In Campaign.

Several months ago, we reported that the Calgary Public Library was in danger of discontinuing its relationship with The Alberta Library (TAL). The board and management of that organization were proposing to implement a resource-sharing tool that would have cost more than the few thousand interlibrary loans per year would warrant. When our Library and others suggested that there was sure to be a lower-cost alternative, they appointed a group to study that possibility. Our senior IT manager, Scott Stanley, agreed to serve on the committee. He helped move the group to recommend a solution that will enable Calgary to participate in province-wide resource sharing without any additional cost. It is basically a technology that connects with the catalogues of all Alberta libraries. It is not based on a separate or unique database.

With the announcement of the provincial budget last week, libraries received some good news. The provincial grant to libraries in 2016 will be based on the official population counts of 2015. On top of that, the budget contains over \$600,000 for Alberta libraries to serve First Nations people across the province. The Minister of Municipal Affairs will be announcing the specifics of that program at her presentation at the Alberta Library Conference later this month.

The City of Calgary has a business planning and budgeting process. These are the folks who will be guiding The City through its mid-cycle adjustments to operating and capital budgets. They are also leading The City towards an action plan that will take into account the current economy in Calgary. They have developed three scenarios – a low-case, base-case and high-case economic forecast for Calgary and the region. (See Attachment 1 to this report.) As part of their planning process, the Library was asked to provide input as to the implications and the possible responses from the Library in each of those scenarios. This input will be provided to City Council for their budget adjustment process later this year.

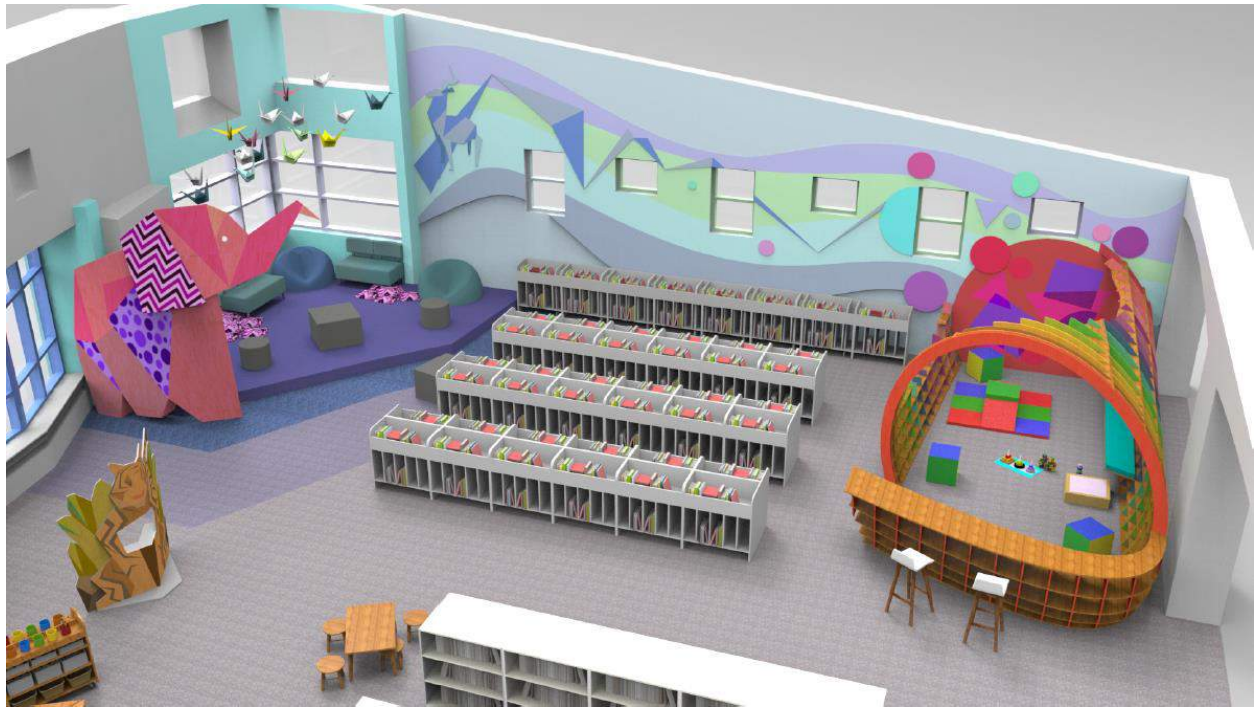
## OPERATIONS

After 18 days of closure, the hoarding walls came down and Fish Creek Library's new and improved Early Learning Centre opened to an appreciative audience on the morning of Friday, March 18<sup>th</sup>. Patrons are entranced by the beautiful space with its many new play options. Opening just before two weeks of spring break made for an especially busy transitional time as school-aged children joined preschoolers in making excited use of the space. As expected, weekday mornings are the busiest times, with over 125 people enjoying the space at once. On one of the busiest mornings, staff members observed a young girl walking slowly and regally around the room, wearing a long pink cape (scarf) that trailed behind her for several feet; the scarf is part of the supplies provided in the space to support dramatic play. Team members continue to develop and improve practices and approaches with families to support optimal use of the space, particularly at busy times.



Patrons enjoying the Early Learning Centre at Fish Creek Library

Designs for Village Square Library's Early Learning and School-aged space are underway. Similar to the Early Learning Space at Fish Creek Library, the space will have elements such as a baby/toddler space, a reading and storytelling corner, a dramatic play/theatre area, small and large build opportunities, and a dedicated writing and creative centre catering to early learners and school-aged children. Plans for new technology are also underway. Construction will be complete in September.



Design for Village Square Library's Early Learning Space

Activating the current Central Library continues to be a big priority for the Calgary Public Library. This month's Think Big #3: Alzheimer's Finding Hope had a sold-out crowd. Dr. Lorraine Venturato and Dr. Eric Smith discussed the future of care and prevention of Alzheimer's, and Library Board Member Debra Giles emceed along with Jay Ingram. The Alzheimer's Society of Calgary, the Hotchkiss Brain Institute (Cumming School of Medicine, University of Calgary), and Dr. Peter Nichol presented interactive activities. In March and in connection with Wordfest, author Yann Martell filled the John Dutton Theatre. It was also a packed house for author Lawrence Hill on April 18<sup>th</sup>. On April 21<sup>st</sup>, popular author Wade Davis also presented in the John Dutton Theatre. All of these and other programming efforts are helping to establish the Central Library as a great venue for arts, culture and information.

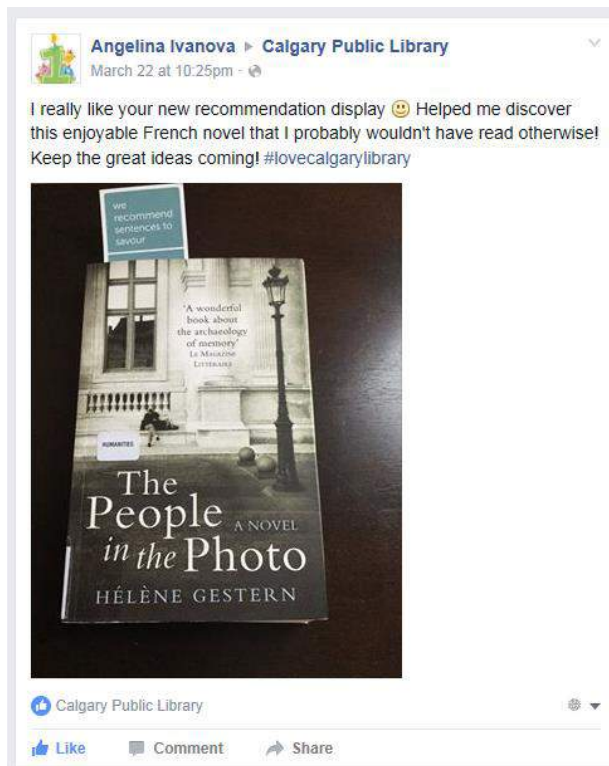


Think Big: Alzheimer's Finding Hope

The Feature Number in this month's Monthly Overview shows that book circulation is indeed going up in 2016. It also shows the corresponding decrease in the circulation of CDs and DVDs as these formats continue to decline in popularity and availability from publishers. The room booking increase of 92% this year over last year shows that more than a year after the rooms became free, their usefulness to communities continues to grow. Increases in visits, computer sessions and wireless sessions indicate that the Library is being better used than ever.

On the collections front, the Calgary Public Library will soon be launching a new version of Rosetta Stone. This popular language-learning product was once offered by libraries, but as its market grew, the publisher offered it only on a commercial basis. The new product provides unlimited and mobile access (iOS, Android) for 30 Languages. It will have 50 or more hours of





Feedback on the *We Recommend* collection

foundational instruction in each level of each language. More common languages such as English and Spanish will have 5 levels of instruction. *We Recommend* displays have been established throughout most Calgary Public Library locations. So far, the displays are well received by patrons, and the biggest challenge is keeping shelves stocked with great reads! Patrons and staff can search for *We Recommend* titles in the Advanced Search in Bibliocommons. For example, there are now 303 books in the Place category.

This month, a report will be presented to the Library Board on the partnership efforts associated with the Summer Learning project. Prior to the beginning of that project, however, the Calgary Board of Education's spring break was a perfect opportunity to trial the Wonderwall/Wonderbox initiative at several community libraries: Saddletowne, Shawnessy, Signal Hill and Southwood. During the summer, the Wonderwall will be part of the Summer Learning Million Question Challenge. During spring break, prompt

statements for questions were provided to all locations. Signal Hill Library tested a daily prompt, while the other locations had one prompt for the week. Rovers at Saddletowne Library were able to engage patrons with the wall. This led to four times the number of questions asked. Saddletowne Library had over 500 questions over the course of the week. At all libraries, few questions were related to the prompt theme. A weekly theme was found to be sufficient. The visual prompt was too confusing and had no participation. Text prompts worked best. The closer the station was to the service desk, the higher the participation and staff engagement in the initiative. The trial was a good learning opportunity for the Library.



Wonderwall



The outreach effort that we hoped to launch in Forest Lawn and Bowness communities is not going so well. Finding suitable locations and partners who can manage the kids has been a problem. Basically, the Library would like to allow children to just show up at the programs. Many community organizations find it necessary to register and enroll the kids in these kinds of programs. Since we have identified partners who can provide lunches at these programs, we may just run them from the Forest Lawn and Bowness Libraries. We still believe that the kids who would benefit the most from these summer educational experiences are the ones who are least likely to preregister.

## OTHER



Volunteer Recognition Event

The 2016 Volunteer Recognition Event on April 15<sup>th</sup> was a great success. As has become his custom, Mayor Nenshi stayed and participated in the entire event. There were over 550 attendees to recognize the 2,500+ volunteers and 57,000 hours of service donated to the Calgary Public Library.

CMLC held their most recent Placemakers event on Friday, April 8<sup>th</sup> at the Central Library. They had their biggest turnout yet. Craig Dykers of Snøhetta, one of the architects for the New Central Library, was the featured speaker. He, like Yann Martell, Lawrence Hill, Marian Erb (Volunteer of the Year) and Mayor Nenshi before him, received a Lego likeness of himself that he was able to place in the Lego model of the New Central Library. On Saturday, he led a tour of the construction site for donors. This was the first of a series of monthly tours which will be scheduled for Library Board members, Library staff and donors over the next few months. Craig indicated that he will be available for meetings set up by the Calgary Public Library Foundation with potentially significant donors for the New Central Library.



Craig Dykers placing his Lego minifigure

## MISSION MOMENT

iPad lending is proving to be a big hit at Village Square Library. They are particularly popular with our patrons with disabilities. On the second day of the rollout, staff members saw three patrons in a row check them out to take back to their tables, while other patrons commented how cool it was and that they wanted to check one out, too. We are now working with Service Design about the possibility of loading some literacy/activity apps for our special needs patrons, and we have purchased a variety of passive

activities for Village Square Library's patrons with disabilities. As a result of these new onsite supplies, we received a gift of 11 games/decks of cards from a regular Village Square Library patron. She says that the reason she donated is because the library has great staff who are always helpful with her client, and it is a great free place. Her client is on a very tight budget and does not have a computer at home. He is able to come and play games on the computer for a couple of hours, they eat lunch at the library, and they are able to spend free time at the library with staff who are always very patient with her client.

Bill Ptacek  
CEO



iPad kiosk

		Low-Case	Base-Case	High-Case
<b>Price of Oil<sup>1</sup></b> (USD per barrel)	2016	\$28	\$36	\$44
	2025	\$68	\$80	\$90
<b>GDP<sup>2</sup></b>	2016	Will contract	Will contract	Will contract by 0.5%
	2017	Will contract	Weak growth	Will recover healthily
<b>Population<sup>3</sup></b>	2015	1.23 million	1.23 million	1.23 million
	2024	1.370 million	1.400 million	1.443 million
<b>Population increase<sup>3</sup></b> (2015-2024)	total	138,720	169,700	212,383
	annual growth	15,422	18,855	23,598
<b>Net Migration<sup>3</sup></b> (population)	2015	24,909	24,909	24,909
	2016	1,980	4,345	6,490
<b>Natural Increase<sup>3</sup></b> (population)	2017 & 2018 total	20,266	20,748	21,210

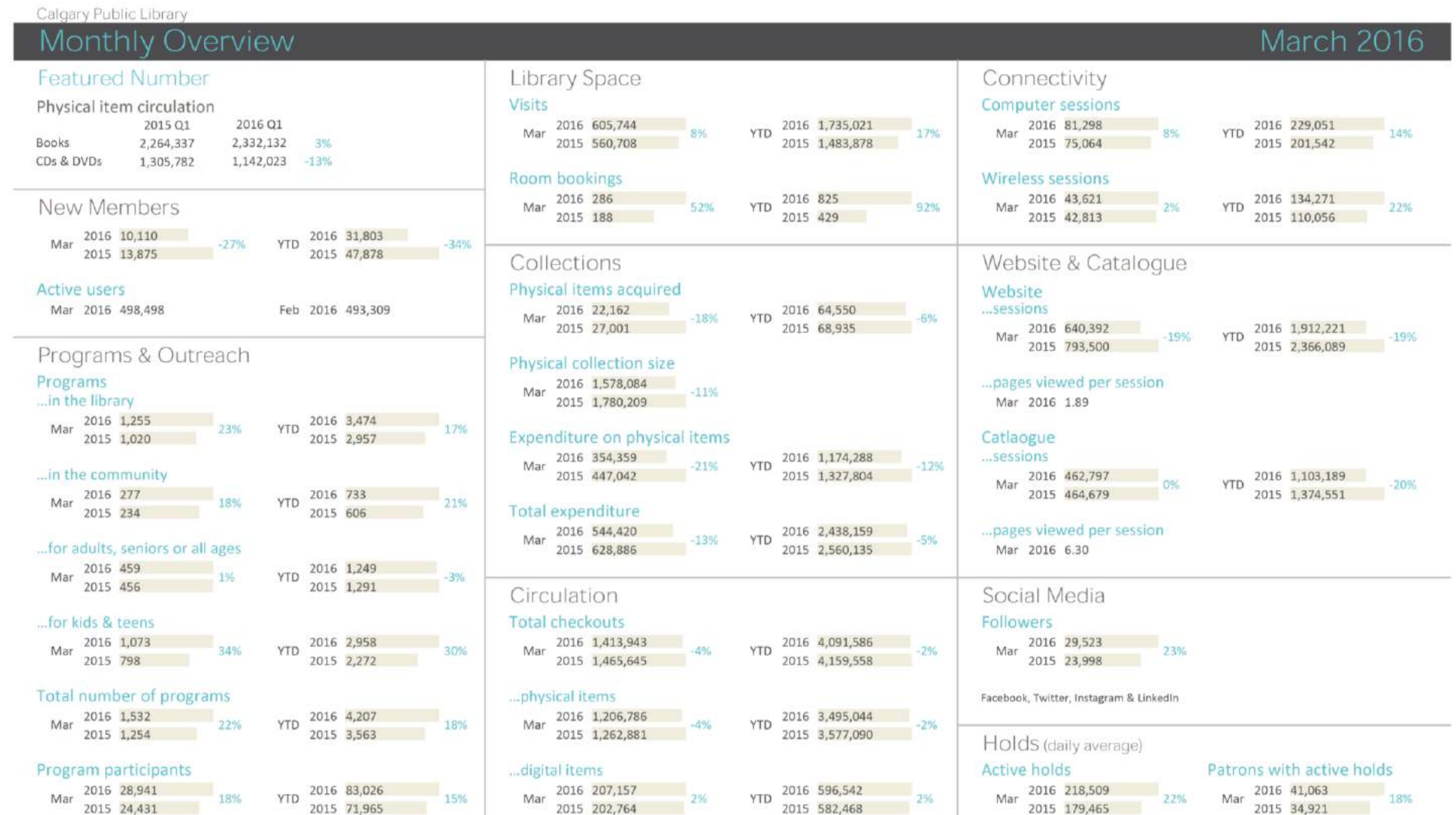
<sup>1</sup> World

<sup>2</sup> Calgary Economic Region

<sup>3</sup> City of Calgary

		Low-Case	Base-Case	High-Case
<b>Personal Consumer Expenditures<sup>2</sup></b>		Decline into 2019 Recovery from 2020	Gradual decline into 2017 Slow recovery after 2017	Steady recovery from 2017
<b>Personal Disposable Income per Capita<sup>2</sup></b> (adjusted for inflation)		Steady decline through 2019 Gradual increase after 2019	Steady decline through 2018 Gradual increase after 2018	Slight decline through 2017 Steady increase after 2017
<b>Unemployment Rate<sup>2</sup></b>	2016	Increase to 9%	Increase to 8.3 %	Increase to 7.6%
	2021			Steady decline to 5%
<b>Housing Starts<sup>3</sup></b> (units)	2015	11,300	11,300	11,300
	2016	7,200	8,000	
	beyond	Slow recovery after 2018	Slow recovery after 2018	Recovery begins in 2017
<b>Permit Values<sup>3</sup></b> (billion dollars)	2015	\$6.3	\$6.3	\$6.3
	2016	\$4.1	\$4.4	\$4.7
	2017	\$4.1	\$4.6	\$5.2
<b>Credit Availability &amp; Business Confidence<sup>2</sup></b>	business investments	Contract substantially	Contract over next few years	Average no growth over next few years
<b>Total Investments<sup>2</sup></b>		Growth after 2019	Growth after 2019	Growth after 2017, but unsteady

Numbers provided by The City of Calgary, as presented at the Calgary Economic Roundtable on April 6, 2016





### Monthly Overview of Community Libraries March 2016

	New Members		Visits		Physical Resource Check Outs		Computer Sessions		Wireless Sessions		Average No. Holds Filled Per Day		Programs in the Library		Programs in the Community	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Alexander Calhoun	409	324	17,562	18,114	38,351	38,237	1,639	2,131	1,404	1,442	247	297	30	69	8	9
Bowness	232	177	8,343	8,741	17,047	15,230	1,499	1,592	298	518	88	101	37	27	1	13
Central	2,290	2,209	95,615	107,975	68,653	66,516	20,517	20,823	7,980	7,028	410	452	137	150	45	58
Country Hills	1,048	663	41,692	40,982	70,907	64,291	3,308	3,954	2,983	3,376	314	364	58	75		4
Crowfoot	1,208	893	47,588	47,895	113,910	109,267	4,132	4,644	4,390	5,178	599	724	87	113	8	4
Fish Creek	1,513	861	39,366	43,961	89,032	86,038	4,216	4,490	3,228	3,378	500	579	75	117	10	16
Forest Lawn	712	483	7,445	20,183	33,315	25,880	4,973	5,294	2,078	1,900	133	132	69	71	40	10
Glenmore Square	222	139	8,849	9,056	15,192	14,348	1,568	1,617	542	760	87	93	31	26	4	10
Judith Umbach	537	400	24,665	34,129	39,653	38,943	2,809	3,582	1,512	1,937	256	255	56	63	14	21
Louise Riley	427	308	30,801	32,262	50,844	49,303	2,954	3,351	1,922	2,018	372	412	48	67	17	16
Memorial Park	190	194	9,730	10,207	14,369	11,197	1,536	1,844	543	904	136	138	7	12	10	14
Nose Hill	522	376	34,492	31,686	71,994	64,372	3,284	3,571	1,838	1,950	393	399	58	53	10	1
Saddletowne	1,009	674	49,886	48,504	43,391	36,104	6,394	6,977	3,683	3,191	111	130	35	76	13	10
Shaganappi	176	119	8,999	8,374	17,348	14,861	1,146	1,405	647	609	108	114	39	16	2	1
Shawnessy	1,414	830	48,773	49,227	86,144	82,694	4,894	5,063	4,566	4,063	511	552	80	93	12	26
Signal Hill	806	583	36,676	38,992	82,666	80,131	3,541	3,504	1,842	1,980	477	517	63	77	5	3
Southwood	350	273	16,181	17,002	37,286	35,192	1,628	1,970	905	803	263	307	42	64	8	13
Village Square	808	578	34,045	38,454	39,284	38,339	5,026	5,486	2,452	2,586	152	176	68	86	27	20
<b>TOTAL</b>	13,873	10,084	560,708	605,744	929,386	870,943	75,064	81,298	42,813	43,621	5,154	5,743	1,020	1,255	234	249





Report to the  
Calgary Public Library Board  
April 27, 2016  
**Memorial Park Library Engagement**

**I. PURPOSE**

The purpose of this report is to provide an overview of the engagement currently underway to support the reimagining of the role and service plan for Memorial Park Library.

**II. BACKGROUND**

In March 2016, Service Delivery initiated a project to reimagine the service and role of the Memorial Park Library. Partnership Development has supported this project by engaging community stakeholders and gathering information that will not only contribute to the environmental scan of the project, but also ensure a clear connection to community context.

**III. METHODOLOGY**

Over 20 primary and 12 secondary multisector stakeholders were identified: schools, non-profits, businesses, communities, Calgary Parks, Calgary Heritage Authority and citizens-at-large. General questions were designed to guide small group discussions. To date, over 15 connections have taken place, and relevant themes and patterns are emerging. A focus group will be used to dive deeper into these themes in May. The project lead will present a full report with recommendations in September.

**IV. OBSERVATIONS AND OUTCOMES**

- This intense engagement leads to the identification of potential partners and funding opportunities that can support service going forward
- There is a vast amount of untapped community knowledge that can benefit the Library on both a local and system-wide level
- Engagement raises the profile of the Library and also builds internal capacity

**V. RISK**

A new service plan informed by engagement and research will bring change and will indubitably disappoint citizens looking for a traditional approach to library service. The current Central Library and the New Central Library are within close proximity and will provide a full range of library services. Overall, a strong communication strategy to communicate a new approach to localized service will be required.

**VI. RECOMMENDATION**

That the Calgary Public Library Board receive this report, *Memorial Park Library Engagement*, for information.

Cathy Freer-Leszczynski  
Director, Partnership Development



Report to the  
Calgary Public Library Board  
April 27, 2016  
**Partnership Support for Summer Learning**

## **I. PURPOSE**

The purpose of this report is to provide an overview of the efforts to engage partners to support the Summer Learning initiative.

## **II. BACKGROUND**

In spring 2015, the Service Design Lead for School-Aged children and Partnership Development engaged five significant community partners in an early prototype of Summer Learning. Partners contributed to an online program with badges, and also had a presence in community libraries during the launch on June 20<sup>th</sup>. The vision for Summer Learning was consolidated in January 2016 when a focus group was formed in consultation with the Calgary Board of Education (CBE), our major learning partner. Evolving plans for Summer Learning have been rooted in the outcomes developed by this focus group and subsequent engagement with CBE students. A second component has also been identified as important to the success of Summer Learning which involves providing enriched learning experiences for at-risk youth. Together with Service Design, Partnership Development engaged Integrated School Support Project (ISSP) partners to assess capacity to launch a summer program of ISSP stakeholders.

## **III. RESULTS**

There is general consensus among the 13 partner organizations that Summer Learning is a welcome approach to summer programming for all youth. Connections made during all phases of this project from design to implementation provide the opportunity to deepen the Library's relationship with significant partners, mainly CBE, Calgary Catholic School District (CCSD), TELUS Spark, The City of Calgary, the Calgary Zoo, the Calgary Stampede, Heritage Park, Beakerhead and the Glenbow Museum. These organizations will participate in a city-wide version of the Million Question Challenge. The program will have presence in their daycamps, and they will provide content for the Library to populate Wonderwalls this summer. A city-wide endorsement of Summer Learning is a significant outcome for the long term success of Summer Learning.

Although the ISSP partners are also supportive of the Summer Learning concept, they have been unable to commit to participate in a community-led Summer Learning program in Forest Lawn this summer. Service Design is exploring alternatives for a Library-led and partner-supported program at the Forest Lawn Library to meet the unique needs of this community.

## **IV. RISK**

Partnerships typically require commitment of time and resources and, often, time to incubate. For a community-led summer learning program to be successful, partners must see the value in participating, have the capacity and resources to participate, and see clearly how it fits in and enhances the continuum of services they already provide in the summer months. The Summer Learning plans for 2016 demonstrate the Library's commitment to the enhanced learning outcomes of Calgary students, and also acknowledge the Library's interest in long-term relationship building.

**V. RECOMMENDATION**

That the Calgary Public Library Board receive this report, *Partnership Support for Summer Learning*, for information.

Cathy Freer-Leszczynski  
Director, Partnership Development

Report to the  
Calgary Public Library Board  
April 27, 2016  
**Quarterly Risk Review**

**I. ISSUE**

The purpose of this report is to provide a quarterly monitoring and reporting of Calgary Public Library's major risks as identified by the strategic level risk register. This update is for the quarter ended March 31, 2016.

**II. BACKGROUND**

In early 2014, KPMG was engaged to assess the Integrated Risk Management process developed by the Calgary Public Library and to provide recommendations. In March 2014, they presented a report to the Calgary Public Library Audit Committee comparing the Library's processes to best practices and providing recommendations to assist the Library in improving its integrated risk management process.

One of the recommendations was to simplify the process by concentrating at the Strategic Level on the risk categories that present the greatest risk to the Library, and identifying the highest risk factors within each of those categories. The larger list from the initial work done by Library administration was reviewed and the highest risk categories were identified. These categories were used to create a Strategic Level Risk Register.

Library administration committed to providing a quarterly update to the Audit Committee. This report to the Calgary Public Library Board after initial review by the Audit Committee continues that commitment.

Following additional consultation with KPMG in November 2015 the Audit and Finance Committee meeting previewed risk documents that best addressed their needs. The analysis was completed and presented to the Board later that month. At those meetings the following categories were plotted for pre and post mitigation risk impact and a separate document showed the actual risk situation at the time of the report, and most importantly the measures used to plot the impact of each measure.

- Strategy
- Finance
- People
- Operations
- New Central Library
- Security

An annual report will present analysis dedicated to pre and post mitigation for these and possible emerging risk areas identified by the Library. Quarterly reports will provide an update on actual risk impact for these measures at the time of reporting. This report falls into the latter category.

### **III. INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Using qualitative and quantitative analysis the significant risks in the risk categories of the Strategic Level risk register have been analyzed to ensure that the level of risk remains acceptable for the purposes of achieving Strategic outcomes. The analysis is drawn from many sources including Board reports and motions, the incident reporting system, analysis of health and safety data through human resources and the health and safety committee, financial monitoring, and other sources. Each member of the Executive Leadership Team has contributed to ensuring the success of this process.

### **IV. ASSESSMENT**

There have been several changes reported, which will be addressed verbally at the meeting.

### **V. RISK ASSESSMENT**

The Library builds risk assessment into new initiatives and ongoing services. Some risks are easily identifiable and thus easily mitigated. However, the assessment of some risks can be very subjective. Ongoing monitoring and analysis of new developments will always be required.

### **VI. RECOMMENDATION**

That the Calgary Public Library Board receive the March 2016 Quarterly Risk Review for discussion and information.

Elrose J Klause, CMA  
Controller and Director, Financial Services

#### **Attachments**

1. Calgary Public Library Risk Register: March 31, 2016

Calgary Public Library Risk Register  
March 31, 2016

Area		Level of Risk	Insignificant	Low/Minor	Moderate	High/Major	Catastrophic
		Level of Response	None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan
1 Strategy	a	Active members/capita [quarterly count]	50%	40% 2015 Q4: 39.1% 2016 Q1: 40.5%	35%	30%	25%
	b	Customer Satisfaction [average rating in annual survey]	4.5/5	4.25/5 2015 Nov: 4.25/5 2015 Dec: 4.4/5	4/5	3.5/5	2.5/5
	c	Community Partner Involvement in Programs [% of in-library programs in each planning cycle with partner involvement]	50% or higher	21-35%	11-20% 2016 Q1: 18%	1-10% 2015 Q4: 3.6%	0%
2 Finance	a	Fraud [quarterly report]	No instance of fraud 2015 Q4: No instances 2016 Q1: No instances	Cumulative fraud of less than \$25k annually	Cumulative fraud of \$25k to \$50k annually	Cumulative fraud of more than \$50k annually	Cumulative fraud of more than \$1 million annually
	b	Funding [annual report]	Funding equal to prior year's funding 2015: Increase of \$1,007,000 2016: Increase of \$615,000	Funding 1 to 2% less than prior year	Funding 2 to 4% less than prior year	Funding 5 to 10% less than prior year	Funding more than 10% less than prior year
	c	Allocation of resources [annual report]	Adherence to Asset Management Plan (AMP)	Adherence to AMP with minor timing differences 2015: Capital spending matched to 4 year capital spending plan with minor timing differences 2016: Capital spending continues to adhere to the Asset Management Plan with minor timing differences	Actual costs related to AMP 10% less than budgeted	Actual costs related to AMP from 11% to 20% less than budgeted	Facilities are structurally unsafe – one or more cannot be remediated by asset management plan reserves
	d	Operating expenditures exceed budget by [quarterly report]	0% Q4 2015: Less than 0.5% (with funding from Special Purpose Funds) Q1 2016: Expenditures 3% favourable due to timing differences	2%	3%	5%	10%
	e	Capital expenditures exceed budgeted revenues/reserves by [quarterly report]	0% Q4 2015: Capital expenditures less than sources of funding Q1 2016: Capital expenditures less than sources of funding	5%	10%	20%	50%





Area	Level of Risk		Insignificant	Low/Minor	Moderate	High/Major	Catastrophic
	Level of Response		None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan
3 People	a	Reputation impacts [Negative publicity from staff or volunteer activity] [quarterly]	None 2015 Q4: None 2016 Q1: None	Any public incident from any staff level or volunteer	Multiple incidents from any staff level, volunteer, or misconduct from a Director-level staff	Misconduct that results in a withdrawal of funding or funding commitment in any amount	Misconduct that results in involuntary dismissal of Director-level staff or higher
	b	Staff engagement level [Overall score on annual survey]	More than 80%	Less than 80%	Less than 70% 2014 Nov: 68%	Less than 60%	Less than 50%
	c	General vacancy rate [% of all positions unintentionally vacant] [quarterly count]	Less than 4% 2015 Q4: 2.8% 2016 Q1: 1.4%	More than 4%	More than 7%	More than 10%	More than 15%
	e	Recruitment time for positions with critical skills [quarterly count]	Less than 12 weeks	More than 12 weeks	More than 16 weeks 2015 Q4: 1 instance 2016 Q1: 1 instance	More than 26 weeks	More than 52 weeks
	f	Availability of Volunteers [% of need filled] [quarterly count]	100% or more	80% to 99% 2015 Q4: 98% 2016 Q1: 97%	60% to 79%	50% to 59%	Less than 50%
4 Operations	a	Building visits [quarterly report of year-over-year change]	Less than 5% decrease 2015 Q4: Increase of 25% over Q4 2014 2016 Q1: Increase of 17% over Q1 2015	6-10% decrease	11-20% decrease	21-50% decrease	Over 50% decrease
	b	Website and catalogue sessions combined [quarterly report of year-over-year change]	Less than 5% decrease 2015 Q4: Increase of 42% over Q4 2014	6-10% decrease	11-20% decrease 2016 Q1: Decrease of 19% over Q1 2015	21-50% decrease	Over 50% decrease
	c	Facility availability [quarterly count]	All facilities open during all regular open hours in period 2016 Q1: No closures	Any closure for up to 1 open day in one or more locations	Any closure for up to 1 week in one or more locations	Any closure in one or more locations lasting more than one week 2015 Q4: Forest Lawn was closed for the month of October.	Any closure in one or more locations, with the result that strategic deliverables are no longer achievable
	d	Relationships with partners in joint facilities [quarterly report]	Operating Styles of Partners diminish the synergies of co-location 2015 Q4: No instances 2016 Q1: No instances	Values and goals of Partners become incompatible with those of the Library	Actions of Partners impede the ability to effectively operate the Facility jointly	Actions of Partners prevent the Library from delivering at least some normal programs and/or services	Actions of Partners cause the Facility to become unusable or unavailable
5 New Central Library	a	Reputation maintained during the construction of the New Central Library [quarterly report]	Minor delay in thresholds and/or project on budget 2015 Q4: No emerging issues 2016 Q1: No emerging issues	Minor delay in thresholds and/or project 1 to 2% over budget	Minor delay in thresholds and/or project 2 to 4% over budget	Significant delay in thresholds and/or project 5 to 10% over budget	Significant delay in thresholds and/or project more than 10% over budget
	b	Transition in service [Not applicable at present]	No issues in transition to operation	Usage of NCL greater than that of current Central Library	Usage of NCL equal to that of current Central Library	Usage of NCL less than that of current Central Library	Usage of NCL is 50% less than that of current Central Library



Area	Level of Risk		Insignificant	Low/Minor	Moderate	High/Major	Catastrophic
	Level of Response		None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan
6 Security	a	Incidents at Community Libraries [quarterly report of year-over-year count]	The number of incidents remains stable or decreases	Increase in incidents up to 5%	Increase in incidents 6% to 25% 2015 Q4: Increase of 6% over Q4 2014	Increase in incidents more than 25% 2016 Q1: Increase of 75% over Q1 2015	Incidents are of such a nature and number that strategic deliverables are no longer achievable
	b	Incidents at Central Library [quarterly report of year-over-year count]	The number of incidents remains stable or decreases	Increase in incidents up to 5%	Increase in incidents 6% to 25%	Increase in incidents more than 25% 2015 Q4: Increase of 52% over Q4 2014 2016 Q1: Increase of 65% over Q1 2015	Incidents are of such a nature and number that strategic deliverables are no longer achievable



Report to the  
Calgary Public Library Board  
April 27, 2016  
**Controller's Report**  
**for the Period Ended March 31, 2016**

The unaudited financial statements for The Calgary Public Library Board for the month ended March 31, 2016 are appended to this report for information. The statements are being presented in the modified accrual format only, which is the same basis that has been used historically by the Library. While they do reflect the balance sheet asset write down of all assets that have been transferred, disposed of or written off, conversion to full accrual will only occur at year end, when restatement of some of the collection expenditures and recognition of depreciation as an expense occurs.

**A. Executive Summary**

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

- Key Financial Indicators
- Financial Dashboard
- Statement of Financial Position
- Statement of Financial Activities - Summary
- Statement of Financial Activities - Operating Fund (with comparison to budget)
- 2016 Capital Spending Profile Report – First Quarter

The quarter ended with a favourable variance. While revenues matched the budget closely expenditures lagged and created the variance. Further explanations of the revenue and expenditure areas that made up that variance will be summarized in sections C and D and in the Detailed Operating Fund Review of Year End Variances.

**B. Statement of Financial Position**

Working capital is favourable in both the operating and capital funds.

**C. Revenues**

Revenues are \$22,607 unfavourable at the end of the first quarter end.

**Line 8 – Federal Government - \$62,8745F at March 31, 2016**

Favorable variance is due to budget allocation. Budget re-allocation and recognition of the continuing Federal Government funding that was recently approved by the CIC was submitted to the Audit and Finance Committee for budget adjustment approval.

**Line 22 – Grants and sponsorship - \$77,662U at March 31, 2016**

Grants and sponsorship was unfavorable for the first quarter end mainly due to budget allocation. An adjustment has been to the Audit and Finance Committee for budget adjustment approval.

**D. Expenditures**

Expenditures are \$410,206 favorable for the first quarter end.

**Line 29 – Salaries and employee benefits - \$119,885F at March 31, 2016**

There is a small favorable variance primarily due to vacancies exceeding the gapping target.

**Line 49 – General operating - \$223,617F at March 31, 2016.**

The favorable variance is mainly from Marketing. At this point in the year all of these variances are due to timing differences and are not projected to continue through the balance of the year.

**Line 55 – Building and Equipment - \$56,028F at March 31, 2016.**

The majority of favorable variances are savings from Utilities and Building and mechanical maintenance due to mild weather and timing differences.

**E. Grants and Sponsorships – Special Purpose Fund received during 2016**

This category is no longer applicable as funds are no longer being accounted for through fund accounting. Grants, sponsorships and donations to the Calgary Public Library are received and recorded by the Calgary Public Library Foundation, and then granted to the Library to be spent per the donor's wishes. Grants from the Library Foundation are reported on line 22 of the Statement of Financial Activities - Operating Fund.

The only exception is for the Library Settlement Services Program funded by the Federal Government. Starting in 2016 these funds and related expenses are being recorded in the operating budget on line 8 of the Statement of Financial Activities - Operating Fund.

**F. RECOMMENDATION**

That the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial statements and reserve reports for the period ended March 31, 2016.

Elrose J Klause, CMA  
Controller and Director, Financial Services

**Calgary Public Library Board  
As at March 31, 2016**

**March 2016 Key Financial Indicators**

Financial Snapshot				
	Budget YTD	Actual YTD	Variance YTD	Forecast
Operating Revenue	13,642,901	13,620,293	(22,607)	*
Operating Expenditures	13,270,503	12,860,297	410,206	*
Excess / Deficit Operating Fund (Before loans repaid and contribution to reserves and Other contributions)	372,398	759,996	387,599	*
Capital Reserve Balance		3,381,991		
Operating Reserve Balance		1,382,848		

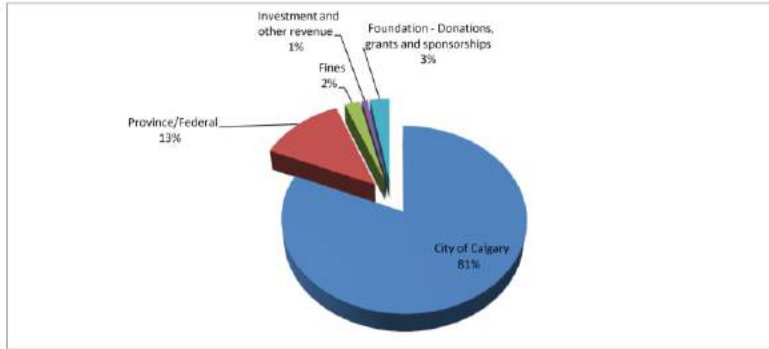
\* To start with second quarter report.

**March 2016 Month End Snapshot**

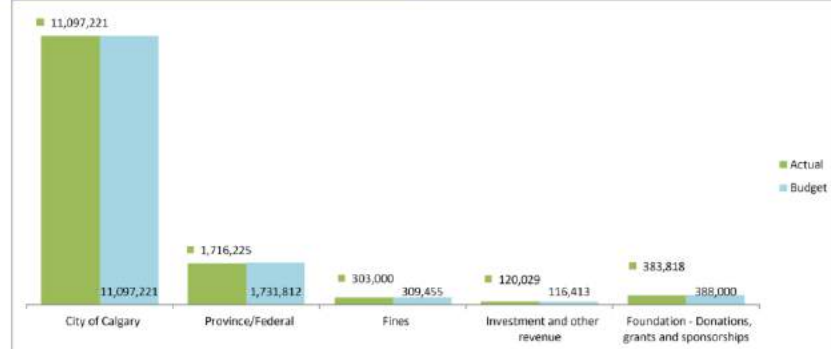
Financial Summary				
Budget / Actual Variances				
	Budget YTD	Actual YTD	Variance YTD	
Operating Revenues				
City of Calgary	11,097,221	11,097,221	-	
Province of Alberta	1,658,332	1,653,351	(4,981)	U
Federal Government	-	62,874	62,874	F
Fines	309,455	303,000	(6,455)	U
Grants and sponsorships	461,480	383,818	(77,662)	U
Investment and other revenue	116,413	120,029	3,616	F
Operating Expenditures				
Salaries and employee benefits	8,091,281	7,971,396	119,885	F
Collections	2,423,883	2,422,009	1,874	F
General Operating	1,660,498	1,436,881	223,617	F
Building and equipment	911,218	855,190	56,028	F
Occupancy costs	183,623	174,821	8,802	F
Working Capital - Operating		1,323,871		
Working Capital - Capital Fund		3,381,989		

## Financial Dashboard

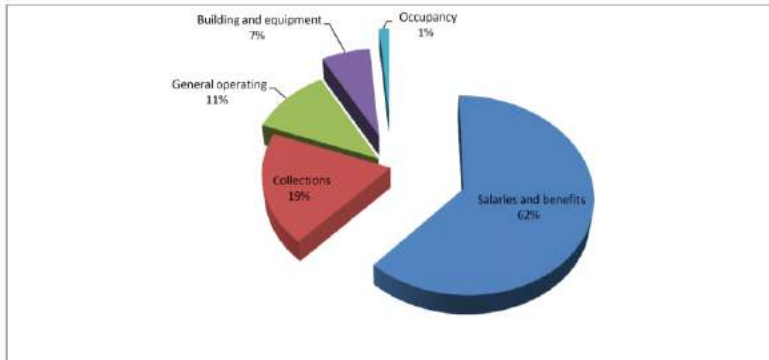
Revenues % by Category (Actual at the end of Mar 2016)



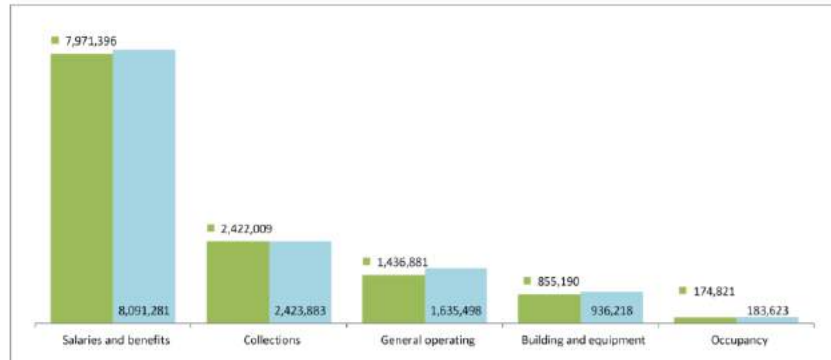
Revenues Actual vs Budget at the end of Mar 2016



Expenses % by Category (Actual at the end of Mar 2016)



Expenses Actual vs Budget at the end of Mar 2016

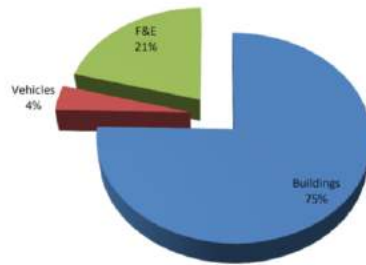


Updated: for the month ended March 2016

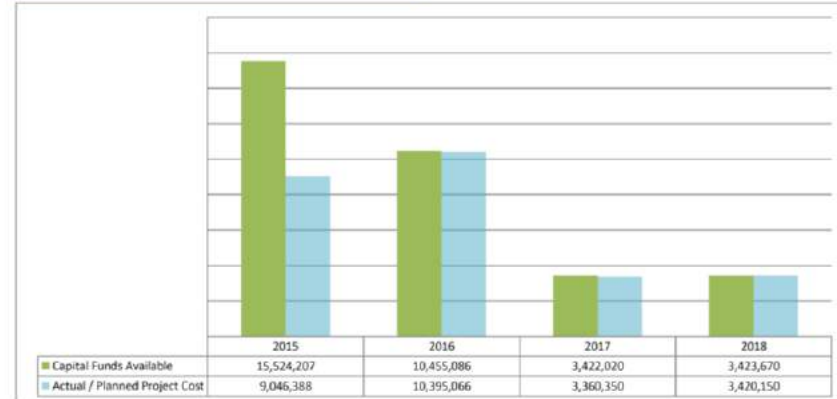


## Capital Spending Dashboard

### Capital Major Categories



### Capital Funds Available



	2015	2016	2017	2018
Forecasted Funds Remaining	6,477,820	60,020	61,670	3,520

Updated for the month ended February 2016

**THE CALGARY PUBLIC LIBRARY BOARD**  
**Statement of Financial Position**  
**As at March 31, 2016**

	Operating Fund \$	Capital Fund \$	2016 TOTAL \$	2015 TOTAL \$
<b>FINANCIAL ASSETS</b>				
Cash and Cash Equivalents	768,817	3,056,004	3,824,821	7,297,926
Accounts receivable	1,879,266	317,945	2,197,211	2,235,673
Prepaid expenses	1,806,187	-	1,806,187	2,080,596
Interfund balances	(378,374)	378,374	-	-
	4,075,896	3,752,323	7,828,218	11,614,195
<b>PHYSICAL ASSETS</b>				
Capital assets	-	61,058,191	61,058,191	59,524,346
Inventory	58,976	-	58,976	31,720
	58,976	61,058,191	61,117,168	59,556,066
	<b>4,134,872</b>	<b>64,810,514</b>	<b>68,945,386</b>	<b>71,170,261</b>
<b>LIABILITIES</b>				
Accounts payable and accrued liabilities	2,752,025	370,334	3,122,358	4,361,398
<b>LIBRARY POSITION</b>				
Equity in capital assets	-	61,058,191	61,058,191	59,524,346
Fund balance	1,382,848	3,381,991	4,764,838	500,809
	1,382,848	3,381,991	4,764,838	7,284,517
	<b>4,134,872</b>	<b>64,810,515</b>	<b>68,945,387</b>	<b>71,170,261</b>
<b>Working Capital</b>	<b>1,323,871</b>	<b>3,381,989</b>	<b>4,705,860</b>	<b>7,252,797</b>

**THE CALGARY PUBLIC LIBRARY BOARD**  
**Statement of Financial Activities**  
**For the Period Ended March 31, 2016**

	Operating Fund \$	Special Purpose Fund \$	Capital Fund \$	2016 TOTAL \$
<b>REVENUES</b>				
3 City of Calgary	11,097,221	-	252,103	11,349,324
7 Province of Alberta	1,653,351	-	-	1,653,351
8 Federal Government	62,874	-	-	62,874
14 Fines	303,000	-	-	303,000
19 Investment and other revenue	120,029	-	6,624	126,653
22 Grants and sponsorships	383,818	-	-	383,818
	13,620,293	-	258,727	13,879,021
<b>EXPENDITURES</b>				
29 Salaries and employee benefits	7,971,396	-	-	7,971,396
32 Collections	2,422,009	-	-	2,422,009
49 General operating	1,436,881	-	-	1,436,881
55 Building and equipment	855,190	-	1,447,404	2,302,594
65 Occupancy costs	174,821	-	-	174,821
	12,860,297	-	1,447,404	14,307,701
<b>REVENUES IN EXCESS OF (LESS THAN)</b>				
<b>EXPENDITURES BEFORE THE FOLLOWING:</b>	759,996	-	(1,188,676)	(428,680)
Contributions to reserves	(0)	-	-	(0)
<b>CHANGE IN FUND BALANCES AND CAPITAL RESERVES</b>	759,996	-	(1,188,676)	(428,680)
<b>OPENING FUND BALANCES AND CAPITAL RESERVES</b>	171,910	450,941	4,570,667	5,193,518
<b>TRANSFER BETWEEN FUNDS</b>				
Capital to SPF		-	-	-
SPF to Operating	450,941	(450,941)	-	-
<b>ALLOCATION OF PRIOR YEAR SURPLUS</b>		-	-	-
<b>CLOSING FUND BALANCES AND CAPITAL RESERVES</b>	1,382,848	(0)	3,381,992	4,764,838

**THE CALGARY PUBLIC LIBRARY BOARD**  
**Statement of Financial Activities - Operating Fund**  
**For the Period Ended March 31, 2016**

	CURRENT YTD \$	BUDGET YTD \$	VARIANCE YTD \$	TOTAL BUDGET \$	BUDGET YTD AS A % OF TOTAL BUDGET	CURRENT YTD AS A % OF TOTAL BUDGET	Prior YTD \$
<b>REVENUES</b>							
3 City of Calgary	11,097,221	11,097,221	0	\$ 44,388,883	25.00%	25.00%	10,821,263
7 Province of Alberta	1,653,351	1,658,332	(4,981)	6,633,327	25.00%	24.92%	1,728,226
8 Federal Government	62,874	-	62,874	-			
14 Fines	303,000	309,455	(6,455)	1,237,799	25.00%	24.48%	355,402
19 Investment and other revenue	120,029	116,413	3,616	452,121	25.75%	26.55%	114,680
22 Grants and sponsorships	383,818	461,480	(77,662)	1,574,925	29.30%	24.37%	302,111
23 Total revenues	13,620,293	13,642,901	(22,607)	54,287,055	25.13%	25.09%	13,321,682
<b>EXPENDITURES</b>							
29 Salaries and employee benefits	7,971,396	8,091,281	119,885	35,961,690	22.50%	22.17%	8,612,022
32 Collections	2,422,009	2,423,883	1,874	7,307,646	33.17%	33.14%	2,572,471
49 General operating	1,436,881	1,660,498	223,617	6,809,545	24.38%	21.10%	1,606,867
55 Building and equipment	855,190	911,218	56,028	3,497,402	26.05%	24.45%	703,635
65 Occupancy Costs	174,821	183,623	8,802	975,315	18.83%	17.92%	179,408
66 Total expenditures	12,860,297	13,270,503	410,206	54,551,597	24.33%	23.57%	13,674,404
<b>REVENUES IN EXCESS OF (LESS THAN)</b>							
<b>EXPENDITURES BEFORE THE FOLLOWING:</b>	759,996	372,398	387,599	(264,542)			(352,722)
Transfers from Special Purpose Funds	450,941	450,941	-	489,543			
Contributions to reserves	(0)	(56,250)	56,250	(225,000)	25.00%	0.00%	(1,084,333)
<b>CHANGE IN FUND BALANCES AND CAPITAL RESERVES</b>	1,210,938	767,089	443,849	0			(1,437,055)
<b>OPENING FUND BALANCE</b>	171,910						
<b>ALLOCATION OF PRIOR YEAR SURPLUS</b>	-						
<b>CLOSING FUND BALANCES</b>	\$ 1,382,848						(1,437,055)

Capital Expenditure Forecast				31-Mar-16	Attachment : Updated Capital Expenditure Forecast				
Asset Class	Program Name	Program Detail	2016 Approved Projects	Executed YTD	Committed	2016 Total Expenditures	2016 FYE Funds Remaining	2017 Planned Expenditures	2018 Planned Expenditures
<b>Buildings</b>									
	Self-Managed Facilities Sub Total		2,000,000	436,518	28,850	465,368	1,534,632	2,450,000	400,000
	Shared Facilities						-		
	Shared Facilities Sub Total		-	-	-	-	-	-	-
	Asset Management						-		
	Asset Management Sub-Total		400,000				400,000	-	-
	New Libraries						-		
	New Libraries Sub Total		1,700,856	476,507	-	476,507	1,224,349	-	-
<b>Buildings Sub-Total</b>			<b>4,100,856</b>	<b>913,025</b>	<b>28,850</b>	<b>941,875</b>	<b>3,158,981</b>	<b>2,450,000</b>	<b>400,000</b>
<b>Vehicles</b>									
	Sub-Total Replacement Vehicles		80,000	43,362	-	43,362	36,638	55,000	60,000
	Sub-Total New Vehicles		320,000	58,102	127,791	185,893	134,107	-	60,000
<b>Vehicles Sub-Total</b>			<b>400,000</b>	<b>101,464</b>	<b>127,791</b>	<b>229,254</b>	<b>170,746</b>	<b>55,000</b>	<b>120,000</b>
<b>Furniture &amp; Equipment</b>									
	Sub-Total Shelving Enhancement		560,000	29,243	331,051	360,295	199,706	580,000	-
	Sub-Total Shelving Replacement Adult		1,876,543	289,655	268,277	557,931	1,318,611	-	-
	Sub-Total Shelving Replacement Childrens		290,050	6,216	51,948	58,164	231,886	-	-
	Sub-Total Furniture Enhancement		518,500	25,128	100,819	125,946	392,554	85,000	-
	Sub-Total Enhanced Children's Space		115,000	12,599	837	13,436	101,564	-	-
	Sub-Total Enhanced Teen's Space		49,500	-	-	-	49,500	5,500	-
	Sub-Total F&E Contingencies		344,084	16,986	18,109	35,095	308,989	250,000	250,000
	Sub-Total IT Lifecycle		1,489,000	147,058	295,079	442,137	1,046,863	1,245,000	785,000
	Sub-Total IT New		561,533	9,377	653,125	662,502	(100,969)	10,000	15,000
	Sub-Total IT Application Lifecycle		90,000	-	-	-	90,000	120,000	410,000
<b>Furniture &amp; Equipment Sub-Total</b>			<b>5,894,210</b>	<b>536,261</b>	<b>1,719,245</b>	<b>2,255,506</b>	<b>3,638,704</b>	<b>2,295,500</b>	<b>1,460,000</b>
<b>Grand Total Planned Expenditures</b>			<b>10,395,066</b>	<b>1,550,750</b>	<b>1,875,885</b>	<b>3,426,635</b>	<b>6,968,430</b>	<b>4,800,500</b>	<b>1,980,000</b>
Cash Required	Carry Forward from prior year		-				-		1,440,150
	Assumed Completion Rate		1.0				0.7		1.0
	<b>Cash Required</b>		<b>10,395,066</b>					<b>3,360,350</b>	<b>3,420,150</b>
	Amount to Carry Forward		-				1,440,150		-
Cash Available	Carry Forward Reserves		4,570,667					60,020	61,670
	Insurance Settlement		-				-	-	-
	Previous Lifecycle Funding		1,918,746				-	-	-
	Allocation from Operating		-				-	-	-
	Asset Management Allocation		225,000				225,000		225,000
	Current Lifecycle Funding		3,137,000				3,137,000		3,137,000
	Quarry Park Multipurpose Facility City Fun		603,673						
	Interest earned								
<b>Total Funds Available</b>			<b>10,455,086</b>					<b>3,422,020</b>	<b>3,423,670</b>
<b>Surplus of Cash Available over Required</b>			<b>60,020</b>					<b>61,670</b>	<b>3,520</b>



Report to the  
Calgary Public Library Board  
April 27, 2016  
**Operating Budget Adjustments Q1 2016**

**I. ISSUE**

This report will summarize confirmed sources of new Library funding that are additions to the approved 2016 operating budget. The Board will be requested to approve the additional revenue and the expenses that this revenue will permit. We will also ask the Board to approve a reclassification of two previously approved amounts that were not budgeted in the categories they are now being reported under.

**II. BACKGROUND and PREVIOUS DIRECTION**

The Board approved the 2016 budget on January 27, 2016. Only known revenue or revenue from a source with a proven funding history were included in the balanced budget brought to the Board at that time.

Recognizing that other sources of funding were likely to occur later in the year the report recommended that additional revenue, and the matching expenses, were to be brought forward for approval on a quarterly basis. This report is the first quarterly budget adjustment to be brought to the Audit and Finance Committee to amend the 2016 budget based on additional revenue.

Additional revenue grants from The Calgary Foundation will be brought to the Board quarterly upon advice of the Foundation. Allocation of expenses matching this new funding will also be brought forward for approval.

A contract has been signed with the federal government's Immigration Department, extending the work we do on their behalf at the Calgary Public Library to March 31, 2017. The 2016 estimate of this additional nine months of revenue is being recognized and allocated among the expenditure categories that will use this funding.

We are also requesting two adjustments created because of the change in reporting after the elimination of the Special Purpose Fund.

The first adjustment is to reflect the source of funding for recoveries from the Federal Government's settlement services program. We have added a new revenue category to replace the Special Purpose Fund previously used to account for these funds. When the budget was approved the estimated revenue for the contract then in place was included in the grants and sponsorships revenue category. Transferring the revenue budget from grants and sponsorships will leave the grant revenue category solely to money received from the Library Foundation. This change will transfer \$73,000 between these two revenue categories. Expenses were appropriately budgeted.

The second adjustment is due to revenue recognition timing. At the end of 2015 part of the SPF balance included funds that could not be recognized as revenue because of restrictions placed on how the funding was to be used. After the budget was presented, through a year-end adjustment, the SPF account was decreased to recognize the deferred revenue. When the expenses were incurred in 2016 the revenue was recognized as unbudgeted operating revenue.

Consequently an adjustment is requested to lower the SPF contribution line at the bottom of the budget by approximately \$39,000 and increase the revenue grants and sponsorships by the same amount. The transfer is cash neutral, as the funds were present before the end of 2016. The expenses were already part of the 2016 budget.

### **III. ASSESSMENT**

Budget adjustments are being requested for the following reasons.

Additional revenue grants from the Calgary Library Foundation will be brought to the Board quarterly upon advice of the Foundation. The additional revenue allows for additional expense approval to also be brought forward. The Foundation has one additional grant for revenue and expenditure approval.

When the budget was approved in January the funding contract with Canadian Immigration and Citizenship was expiring in March of 2016. The extension of the contract for an additional year allows us to budget for the expected revenue until the end of 2016. The additional revenue allows for additional expense approval to also be brought forward.

The other changes will make future 2016 reporting more transparent because the tracking of funds will be more closely matched with the budgeted source of funds. There are changes to the source of funding, but these changes are cash neutral and do not impact expenses.

### **IV. RISK ASSESSMENT**

These changes will ensure individual managers are transparently aware of the full budget that is available to them. It will minimize variance explanations in Board and other reports. Without these changes budgeting confusion would be likely.

### **V. RECOMMENDATION**

That the Calgary Public Library Board approve the Operating Budget Adjustments as presented in Attachment 1.

Elrose J Klause, CMA  
Controller and Director, Financial Services

Attachment 1: Summary of Operating Budget Adjustments Q1 2016



## Summary of Operating Budget Adjustments Q1 2016

	Budget Approved Jan 2016	Foundation	Recognize Additional Federal Gov't Funding	Separate Federal Gov't Funding from Grants & sponsorships	Adjustments	Budget
		1	2	3	4	
<b>Revenues</b>						
City of Calgary Base	44,389,000	-	-	-	-	44,389,000
Province of Alberta	6,633,000	-	-	-	-	6,633,000
Federal Government	-	-	167,000	73,000	-	240,000
Fines	1,238,000	-	-	-	-	1,238,000
Investment and other revenue	452,000	-	-	-	-	452,000
Grants and sponsorships	1,575,000	23,000	-	(73,000)	39,000	1,564,000
<b>Total revenues</b>	<b>54,287,000</b>	<b>23,000</b>	<b>167,000</b>	<b>-</b>	<b>39,000</b>	<b>54,516,000</b>
<b>Expenditures</b>						
Salaries and employee benefits	35,962,000	-	156,000	-	-	36,118,000
Collections	7,308,000	-	-	-	-	7,308,000
General operating	6,810,000	-	11,000	-	-	6,821,000
Building and equipment	3,497,000	23,000	-	-	-	3,520,000
Occupancy costs	975,000	-	-	-	-	975,000
<b>Total expenditures</b>	<b>54,552,000</b>	<b>23,000</b>	<b>167,000</b>	<b>-</b>	<b>-</b>	<b>54,742,000</b>
<b>Revenues in excess (less than) expenditures before debentures and contributions</b>	<b>(265,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>39,000</b>	<b>(226,000)</b>
Debentures redeemed and loans repaid	-	-	-	-	-	-
Contributions to reserves	(225,000)	-	-	-	-	(225,000)
Contributions from balance of SPF reserves	490,000	-	-	-	(39,000)	451,000
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Note:**

- 1 Additional restricted grant from the Foundation.
- 2 Recognize Federal Government funding from April - December 2016
- 3 Transfer Federal Government funding for January - March 2016
- 4 Correct ending balance of Contribution from balance of SPF reserves



Report to the  
Calgary Public Library Board  
April 27, 2016  
**Report of the Governance Committee Meeting**  
**April 6, 2016**

**In Attendance:**

**Board** Ms. Shereen Samuels, Ms. Debra Giles, Ms. Janet Hutchinson,  
Ms. Temina Lalani-Shariff, Ms. Catherine Angus

**Administration** Mr. Bill Ptacek, CEO; Ms. Ellen Humphrey, Deputy CEO

**I. Business Arising from Minutes**

Ms. Hutchinson said that the Skills Matrix had been circulated to the Committee by email and will be brought forward to the Board in April.

**II. Review of Board Handbook Contents**

The Committee discussed the Draft Guidance Note for Inclusion in the Board Handbook, which was provided by Rob Macaulay. A Code of Conduct would specify that Board Members should be present and engaged, and include clear standards for Board roles, with a section on succession planning, and extended and unnotified absences. The Committee agreed that the Board has a responsibility, individually and collectively, to hold itself accountable.

The Board Handbook should include the Code of Conduct, committee mandate statements, notes on how to chair a meeting, the previous year's financial statements, a record of current and recent Board projects, and the annual risk heat map, in addition to other items previously identified.

Ms. Angus joined the meeting at this point, at 5:17 pm.

**A. People Wishing to Address the Board**

The Committee provided wording for the bylaw clauses relating to persons wishing to address the Board.

	<b>Action Item</b>	<b>Timeline</b>	<b>Responsibility</b>
1	Revise Board Handbook's table of contents	May 4 Governance Committee	Shereen Ellen
2	Revise clauses for persons wishing to address the Board, with the Committee's wording	May 4 Governance Committee	Ellen
3	Create appropriate language for absences and succession planning for Code of Conduct	May 4 Governance Committee	Shereen Ellen

### III. Review of Structure of Board Assessment

The Committee reviewed the Board Effectiveness Survey that was created three years ago. They agreed that a survey has value as one of several assessment tools, such as the Chair's mid-term meetings. Improvements to the survey would include a way to invite more generative responses, such as a combination of an open comments box followed by condensed questions in sub-categories. The survey should be marketed to the Board by emphasizing the importance of qualitative responses and the expected survey completion time. With changes to the questions, year-to-year trending will be lost but more valuable and relevant responses will be obtained.

The scale needs more and different rating gradations, including "unsure." Several of the current questions seem to be directed to administrative areas rather than Board effectiveness, and some questions in the Board Chair category do not correlate to the current functioning and maturity of the Board. The survey questions should be related to the skills matrix categories. The Committee touched on other considerations, such as how to leverage the Governance Committee's work in terms of Board effectiveness and how to share the assessment duties in an engaging, meaningful way among all Board Members.

	Action Item	Timeline	Responsibility
1	Reframe Board Effectiveness Survey questions, format, and categories, with correlation to the Skills Matrix	May 4 Governance Committee	Janet
2	Select some survey questions from her resources to share with Janet as possible Board Effectiveness Survey questions	May 4 Governance Committee	Catherine

### IV. Review of Board Recruitment Process

Ms. Hutchinson had nothing to report at this time. She will ask Councillor Woolley to help obtain clarity regarding Council's treatment of reappointments and new appointments. If the Board wishes to approve willing re-appointees, waiving a recruitment process would save considerable time and money.

	Action Item	Timeline	Responsibility
1	Ask Councillor Woolley to help obtain clarity regarding Council's treatment of reappointments and new appointments	May 4 Governance Committee	Janet

### V. Review of 2017 CEO Annual Review Process

Ms. Hutchinson would like to engage Peter Boland, a strategic human resource consultant, to advise on compensation and the review process. She distributed a hand-out of notes regarding compensation philosophy and methodology, and CEO evaluation process refinement.

Ms. Hutchinson has discussed compensation with the Edmonton Public Library Board Chair. EPL links its compensations to those of City Managers. The 2012 Hay Report will be reviewed, and Ms. Hutchinson would like to obtain a robust compensation study specifically of CEOs of

libraries, excluding other organizations. The Governance Committee will be charged with bringing recommendations forward to the Board. Mr. Ptacek noted that the performance-based staff compensation system was modelled after the CEO evaluation.

A Board policy on CEO Evaluation is required, including specifics on timing and responsibilities. The Committee will need to appraise metrics and the competency review. Ms. Hutchinson would like work to start in the next month, with results brought to the May Governance meeting, and completion of the decision work, including the Board policy, by the end of June. Ms. Angus added that it is important to clarify the Board's philosophy and evaluation framework for both current effectiveness and future CEO recruitment. Ms. Hutchinson invited everyone to send thoughts to her.

Ms. Angus clarified that Mr. Boland's work will include meeting with Board Members in a workshop setting to understand the organization's needs and how principles will be defined, and then presenting recommendations, with the Board making the final decisions. Mr. Paul Lane, Director, Corporate Services, will be included in all communications and meetings. Ms. Samuels and Ms. Angus volunteered to participate in the process with Ms. Hutchinson. The timeline will be tight for a June 2016 completion, added to the Governance Committee's current schedule.

	Action Item	Timeline	Responsibility
1	Communicate with Paul Lane about hiring Peter Boland, and organize meeting with consultant re: CEO review process	As soon as possible	Janet
2	Work on Board policy regarding CEO Evaluation, appraisal of metrics and competency review, etc.	May 4 Governance Meeting	Janet, Shereen, Catherine
3	Complete work on CEO review process, including Board policy	June 29 Board Meeting	Janet, Shereen, Catherine
4	Send thoughts on CEO review process to Janet		All

## **VI. Timing and Other Protocols for Quarterly Updates on the Strategic Plan**

Ms. Angus said that concerns seem to have arisen regarding how the Board receives updates on the important work of the Strategic Plan. Ms. Giles said that, since it is the Board's duty to approve the Strategic Plan and set goals for the organization, it needs to fully understand how the organization is performing relevant to the plan.

Ms. Angus recommended that the Strategy & Community Committee continue to receive the presentations because the Board's high-functioning structure necessitates that committees do much of the Board's work, bringing final reports to the Board for review and approval. The quarterly updates are still a work-in-progress, requiring committee examination and input in order to achieve a point of accessible, consistent and useful information. A balanced update of performance in all areas is needed, rather than quarterly deep dives in single areas. To this purpose, the next S&C meeting will include an interpretation of a Strategic Plan heat map.

Ms. Giles excused herself from the meeting at this point, at 6:27 pm.

Ms. Samuels said there are knowledge gaps among all Board Members, with varying comfort levels resulting from the difference between high level reports and granular study. Ms. Hutchinson said that the purpose of Committee work is to examine all questions around an issue, as well as providing valuable Board input to staff.

## **VII. Workplan Review**

The Committee updated its workplan. They noted that the Code of Conduct should be discussed as part of Board orientation to ensure full commitment. They recommended that the Board organizational agenda be expanded to include new member orientation and other general business items.

Shereen Samuels  
Chair, Governance Committee

Report to the  
Calgary Public Library Board  
April 27, 2016  
**Report of the Strategy and Community Meeting**  
**April 11, 2016**

**In Attendance:**

**Board** Ms. Catherine Angus, Ms. Shereen Samuels, Ms. Temina Lalani-Shariff,  
Ms. Debra Giles, Ms. Janet Hutchinson,

**Administration** Mr. Bill Ptacek, CEO; Ms. Ellen Humphrey, Deputy CEO; Mr. Mark  
Asberg, Director, Service Delivery; Ms. Cathy Freer-Leszczynski,  
Director, Partnership Development; Mr. Paul Lane, Director, Corporate  
Services; Ms. Sarah Meilleur, Director, Service Design; Ms. Lori Chmara,  
Business Analyst; Ms. Jackie Puff, Research Analyst

**I. Report on Outcomes: Strategic Plan Quarterly Review**  
*- Mr. Paul Lane, Director, Corporate Services*

As an introduction to the two reports about to be presented, Paul introduced Lori and Jacqueline and distinguished their roles in the Planning and Research Department. Lori's work focusses more on business processes, whereas Jacqueline's efforts concentrate on impact evaluation and quantitative and qualitative analysis. The Strategic Scorecard, for which Lori is responsible, measures overall progress in advancing the Library's strategic plan through the internal efforts of the Library (e.g. program and usage statistics). By contrast, Jacqueline's Impact Scorecard is designed to describe the Library's performance accountability as a measure of the impact the organization is having in citizens' lives (e.g. better preparing children for school success; providing adults with skills to succeed in the economy).

As background, Paul spoke to the evolution of the Library's work on impact evaluation. In 2014, the Library invited Steve Patty to provide a number of workshops on his outcome evaluation methods. While this work was valuable and increased awareness and expertise in impact evaluation at the Library, the City simultaneously began employing Mark Friedman's Results Based Accountability (RBA) as its preferred evaluation framework. There are large areas of overlap between Patty's and Friedman's work, but the RBA model has proven to be a better fit for the Library because it more fully describes the manner in which organizations work together to positively impact indicators that reveal success in advancing towards desired population level results.

**A. Update on Strategic Scorecard: Q1 2016**  
*- Ms. Lori Chmara, Business Analyst*

Lori presented a heat map version of the Strategic Scorecard. The heat map is designed as a repeatable tool that can be used on an ongoing basis to report the Library's strategic process to the Board. All 32 measures of the Scorecard are included in the heat map with each measure color coded to indicate how the Library is currently grading progress on that measure. Blue indicates the Library is exceeding target, green is at target, yellow is just below target, and red is falling behind target. Measures in white are currently not being evaluated as tools are not yet in place to provide assessments. For instance, the Library is working on developing surveys to gather data for some measures in white; this work will take some time as different surveys

cannot be created in isolation, lest we pepper patrons with too many questions, but must work cohesively to provide data relevant to multiple measures simultaneously. Annual patron surveys are planned for Q4 2016. Another measure that is currently in white is the Facility Quality Rating, which is awaiting the completion of the Facility Master Plan, which is already underway.

This quarter, the Library is reporting on two measures for the first time: Book Truck Stops (graded red) and Curated Collections (graded green). The number of Book Truck stops was limited by delays in getting the Book Trucks operational and some mechanical failures. Curated collections are performing very successfully, so much so that Sarah announced that her team is looking at options for an electronic, curation tool designed to assist patrons in finding great reads; this tool will be based on the We Recommend model recently launched in libraries across the system.

Shereen noted that *Bringing the Library into More People's Lives* appears to be an area of weakness according to the heat map. Lori cautioned that there is data lacking in that area, especially survey data on how Calgarians rate the Library.

Catherine asked for more information about the following statement in the narrative accompanying the heat map: "The progress to date is impressive and consistent with Administration's expectations. However, from a change perspective, the path forward gets harder as quick and easy wins give way to more complicated, more personally felt transformations." Paul explained that in the first fifteen months of the Strategic Plan, the Library has completed a number of relatively less complex and less risky initiatives (e.g. renovating, rebranding, eliminating Library membership fees). More complex changes, building on these early successes, are ongoing and will take more time to achieve fully. Mark added a concrete example, saying that making changes to a physical space by painting and adding furniture is relatively easy, when compared with the more challenging and creative work of shifting corporate culture and exploring new kinds of work to animate the Library and meet patrons' changing needs in innovative ways. Bill provided another example: the complexity of identifying and pursuing opportunities for new library facilities across the city.

Paul asked the committee if Board members were satisfied with the heat map and accompanying narrative as a way of describing progress towards the Library's strategic goals. Janet asserted that these documents provide an effective, at-a-glance overview that is particularly helpful when describing the Library's work and accomplishments in the community. Two suggestions for improvement were suggested: Janet asked that target numbers be added to the heat map and Debra asked that the boxes of the heat map be numbered for easier identification and referral in discussion.

MOVED by Janet that the Strategy and Community Committee receive the report, *Update on Strategic Scorecard Q1 2016*, for information.

Carried Unanimously

**B. Update on Measuring Library Outcomes**  
- Ms. Jacqueline Puff, Research Analyst

Jacqueline introduced the Committee to the Library's Impact Scorecard. The results identified in the scorecard are fully aligned with the results identified in imagineCalgary. The scorecard is designed to measure outcomes using the RBA framework, answering the questions: *How much did we do? How well did we do it? and Is anyone better off?* The Library is able to have a large degree of control in the measurements of effort (for instance, the number of programs offered by



the Library and how well they were delivered). When measuring impact, however, the Library has less control over the results (for instance, the amount of time parents spend reading to their children after attending Library programs).

Jacqueline showed the Committee some of the measures she is working on and described how the Library is trying to work with other agencies to share data to measure impact. ImagineCalgary has a website where agencies can post their projects and request data sharing. Shereen noted that a particular challenge in the non-profit sector is siloing that prevents organizations from sharing data and results effectively. Mark commented that it is a particular strength of RBA that partners are meant to work together to achieve the same results and measure progress toward those results in consistent ways, so that we can see the impact on the community as a whole. Jacqueline also noted that the combination of the strategic and impact scorecards internally allows the Library to ask fewer questions of patrons, as answers to some questions can feed into both scorecards.

Catherine asked the Committee how often the outcomes should be reported, noting that the Board will be most interested in the bottom line of the report where measures answering the question *Is anyone better off?* are reported. Janet suggested that an annual report coinciding with the report submitted to the City would be adequate, with Temina adding that since imagineCalgary is a 100 year plan, an annual report would seem sufficient. In response to a question from Debra as to whether the data may be used to tweak the strategic plan on an annual basis, Bill stated that he felt a three or four year cycle is better, especially as it may take at least that time to achieve the organization's current goals. Mark suggested that impact evaluation allows us to better understand where the Library can make the most difference in the lives of Calgarians; such information will be very helpful in formulating the next strategic plan. The Committee discussed how much weight the imagineCalgary outcomes should have in shaping the strategic plan.

MOVED by Janet that the Strategy and Community Committee receive the report, *Update on Measuring Library Outcomes*, for information.

Carried Unanimously

	Action items arising	Person Responsible	Deadline
1	Add target numbers to Strategic Scorecard heat map	Lori	Immediately
2	Add numbers to the boxes in the Strategic Scorecard heat map	Lori	Immediately

## II. Summer Learning Update

- Ms. Sarah Meilleur, Director, Service Design

Sarah reported that the Library is among the leaders in Summer Learning because it is moving beyond traditional summer reading programs planned by many public library systems; this broader mandate of Summer Learning is designed to support broad based inquiry and build strength in multiple areas important for school aged children (e.g. science, technology, and math, in addition to reading). Sarah noted that she came across a number of innovative ideas to support Summer Learning during her recent attendance at the Public Library Association Conference.

Sarah also described the Library's work to build partnerships to bring a more intensive version of Summer Learning to a vulnerable community in Calgary, notably Forest Lawn. The initial vision was to create a tailored Summer Learning experience modeled on ISSP; it would take place over the summer break and involve multiple partners providing different kinds of programs each day. A number of challenges have emerged in this process, including developing a partnership model for managing the logistics of child supervision and finding a school venue. As for the logistics of child supervision, discussions are ongoing with partners. As someone with a strong connection to the education community, Shereen offered insight into the difficulty that may have arisen with respect to identifying a venue for the program; the school boards manage innumerable responsibilities and have limited funding, so the provision of a school building over the summer is not an easy request to fill. The Committee discussed the Board's role in advocacy in this area of working with school boards in particular. Mark added that the Provincial Ministry has been encouraging school boards to actively work with external partners with overlapping goals and to develop Memoranda of Understanding to that end. Bill stated that schools and libraries are working towards common goals and that the Library is gearing its efforts into showing how the Library can be helpful to schools.

MOVED by Shereen that the Strategy and Community Committee receive the report, *Summer Learning Update*, for information.

Carried Unanimously

**III. Stewarding Advocacy Action Plan**  
- Ms. Catherine Angus, Committee Chair

The Committee discussed item 6 on the plan. Debra, Rob and Ann Lidgren, the manager of Judith Umbach Library, did not feel there was a role for Board members at this point and Debra noted that the time commitment of four 2 or 3 hour sessions was considerable. Bill expressed hope that a Board member would be available for strategic points in the discussions.

Catherine inquired as to the progress on Board members being able to contribute to a database to share contacts and track engagement. Ellen responded that the Library hopes to implement it by July 4<sup>th</sup>, 2016.

Ellen reminded the Committee that the Volunteer event will be held on Friday, April 15 and that speaking roles would be available to any Board member wishing to attend.

	Action items arising	Person Responsible	Deadline
1	Pertinent Board members to discuss attendance at Green Line community engagement sessions	Initiated by staff to appropriate Board members	As opportunities arise
2.	Ensure that Board members have received calendar invitations for the City Audit Committee meeting	Administration	Immediately

Catherine Angus  
Chair, Strategy & Community Committee

Report to the  
Calgary Public Library Board  
April 27, 2016  
**Update on Strategic Scorecard: Q1 2016**

## **I. PURPOSE**

The purpose of this report is to provide an update on the Library's progress towards the achievement of the objectives of our strategic plan. For an overall snapshot of performance in relation to targets and baselines, please see the attached heat maps. To view the interactive Strategic Scorecard, please visit <http://app.resultsscorecard.com/Scorecard/Embed/12905>. This link has also been posted on the Board Box.

## **II. SCORECARD DEVELOPMENTS**

With the launch of the Book Truck in late January 2016, we are now able to report the "Book Truck stops" measure. The Book Trucks allow the Library to deliver services to more Calgarians, especially those in the growth areas of the city without schools or libraries. It is an excellent example of "plan[ning] and implement[ing] service approaches based on community need" (Obj. 2). Unfortunately, the Q1 2016 target of 72 stops was not achieved: only 42 stops were made. However, now that both trucks are road-ready & a number of stops scheduled in the community, we are on-track to report significantly more stops in Q2 2016.

In addition, the measure "registration in online courses" was chosen to replace "website sessions." There is increasing demand for online course content, which the Library has addressed by investing more in this area. The Library currently offers access to Gale Courses, Learning Express, Road to IELTS, Solaro, and Brainfuse and our Collections department is in the process of investigating another resource. Providing our patrons with opportunities to participate in free & interactive online courses is one strategy to "offer virtual service experiences as robust as in-person experiences" (Obj. 4).

Finally, the Planning & Research department has drafted and will be testing two surveys to put in the field in Q2 2016. The results of these surveys will allow us to report on the following measures:

- "Patron perception of the quality of Library spaces";
- "Patron rating of online Library experiences"; and
- "Patron rating of in-person Library experiences."

## **III. PERFORMANCE**

### **A. PERFORMANCE IN RELATION TO TARGET**

At the end of Q4 2015, 61.5% of (or 8 of 13) measures with targets achieved good or excellent results in relation to the targets. Whereas, at the end of Q1 2016, 79.2% of (or 19 of 24) measures with targets met or exceeded their targets.

### Positive Changes

- **Electronic resource checkouts** went from “falling behind target” to “exceeding target.” While less aggressive (and therefore more achievable) targets were set for this measure in 2016, there were 39,000+ more checkouts in Q1 2016 as compared to Q4 2015. Similarly, there were 32,000+ more checkouts in Q1 2016 as compared to Q1 2015.
- **Library interactions with patrons** is now “meeting target.” All five components of this measure, i.e., physical circulation, electronic circulation, program and tour participants, wireless sessions, and public computer use, increased in Q1 2016 as compared to Q4 2015.

### Negative Changes

- **Active patrons (past 12 months)** went from “exceeding target” to “meeting target.” However, this should not be a cause for concern as we achieved 97.7% of the target for Q1 2016 & an additional 10,000+ patrons were active in Q1 2016 as compared to Q4 2015.

## **B. PERFORMANCE IN RELATION TO THE BASELINE**

At the end of Q4 2015, 86.7% of (or 13 of 15) measures had results above their baselines. Comparatively, at the end of Q1 2016, 87.5% of (or 14 of 16) measures had results above their baselines.

## **IV. LIBRARY ADMINISTRATION COMMENTARY**

### **A. OVERVIEW**

The Strategic Plan 2015-2018 describes a path towards a transformed Calgary Public Library – a library that is more relevant in community-building, more used by Calgarians, and more impactful with targeted core audiences. In order to achieve these goals, the Library itself is being transformed. This scorecard is an evolving effort to quantify the degree of transformation being realized, by assessing the direction and degree of change in key patron facing areas. While the measures are patron-focused, it is important to remember that the underlying effort is really in transforming the institution, and that institutional change is effort and risk intensive in ways that are not represented on this particular scorecard.

Recalling that the Library is still in the first half of the plan period, the progress to date is impressive and consistent with Administration’s expectations. However, from a change perspective, the path forward gets harder as the quick and easy wins give way to more complicated, more personally felt transformations.

### **B. HEADLINE MEASURES**

Four of eight headline measures have been assessed and all are meeting or exceeding target. As previously discussed above, the remaining measures are all related to patron perception and require the creation of an ongoing patron survey mechanism to support regular reporting. This mechanism is expected to be implemented during Q2.

These new patron perception measures will replace an existing series that goes back many years. While not asking the question in quite the same language as the new surveys, the history of results around patron satisfaction is very favorable. As reported in Q4 2015, 90% of respondents in the 2015 survey rated their overall experience as 4 or 5 out of 5 on a scale of 1 being not at all satisfied to 5 being extremely satisfied. Significantly, the number of respondents who reported being extremely satisfied increased from the prior survey.

### **C. HIGHLIGHTS**

**New patrons:** 100% increase as compared to baseline. 82% increase from baseline in Q4 2015.

As we have two data points for the **Active patrons (past 12 months)** measure, we can now compare performance in relation to the baseline. In Q1 2016, we saw a 3% increase from baseline.

### **V. CONCLUSION**

Since the majority of the results are above baseline, we can report positive progress towards the achievement of the objectives of the strategic plan.

Paul Lane  
Director, Corporate Services



## CURRENT STATUS – AS OF THE END OF Q1 2016

PERFORMANCE IN RELATION TO TARGET:

Falling Behind Target			Approaching Target		Meeting Target		Exceeding Target		
	Strengthening Neighbourhoods			Bring the Library into More People’s Lives			Focus On Services That Make a Difference		
	A	B	C	D	E	F	G	H	
Headline Measure	0H	2Q	0A	0H	0H	9Q	5Q	5Q	
	Patron perception of the quality of Library spaces [UNDER DEVELOPMENT]	Active patrons (past 12 months) 341,932 {350,000}	Patron perception of the Library as a community connector [UNDER DEVELOPMENT]	Patron rating of online Library experiences [UNDER DEVELOPMENT]	Patron rating of in-person Library experiences [UNDER DEVELOPMENT]	Library interactions with patrons 4.48Mil {4.51Mil}	Attendance at literacy programs 44,271 {39,331}	Attendance at population-targeted programs 51,450 {41,444}	1
Performance Measures	0A	9Q	5Q	9Q	1A	9Q	5Q	5Q	
	Facility Quality Rating [UNDER DEVELOPMENT]	Outreach activities 673 {630}	Community room bookings 790 {500}	Electronic resource checkouts 596,542 {536,790}	Patron perception of staff 93.0% {100%}	New patrons 31,853 {26,980}	Programs targeted at priority literacies 2,370 {2,040}	Programs aimed at target populations 2,477 {1,857}	2
	1A	1Q	5Q	1Q	9Q	0A	1A	1A	
	Community library space (sq ft per capita) 0.24 {0.30}	Book Truck stops 42 {72}	Community-building programs 1,472 {1,191}	Registration in online courses 10,056 {10,000}	Physical resource checkouts 3.45Mil {3.60Mil}	Calgarians who identify as Library advocates [UNDER DEVELOPMENT]	Partnerships with schools and CAs to provide joint service delivery 18 {13}	Partnerships to provide joint service delivery to target populations 10 {11}	3
	0A	9Q	2A	1A	1Q	5Q	1A	5Q	
	Library with appropriate service area population density [UNDER DEVELOPMENT]	In-person visit counts 1.74Mil {1.65Mil}	Library volunteer hours 53,000 {50,500}	Virtual reference interactions 21,750 {23,000}	Curated collections (% of copies out) 65.17% {65.00%}	Social media followers 29,543 {29,600}	Staff trained for early literacy programming and services 137 {150}	Visits to targeted organizations 612 {546}	4





## CHANGE FROM BASELINE MEASUREMENT – AS OF THE END OF Q1 2016

PERFORMANCE IN RELATION TO THE BASELINE:

Below the Baseline

No Change

Above the Baseline

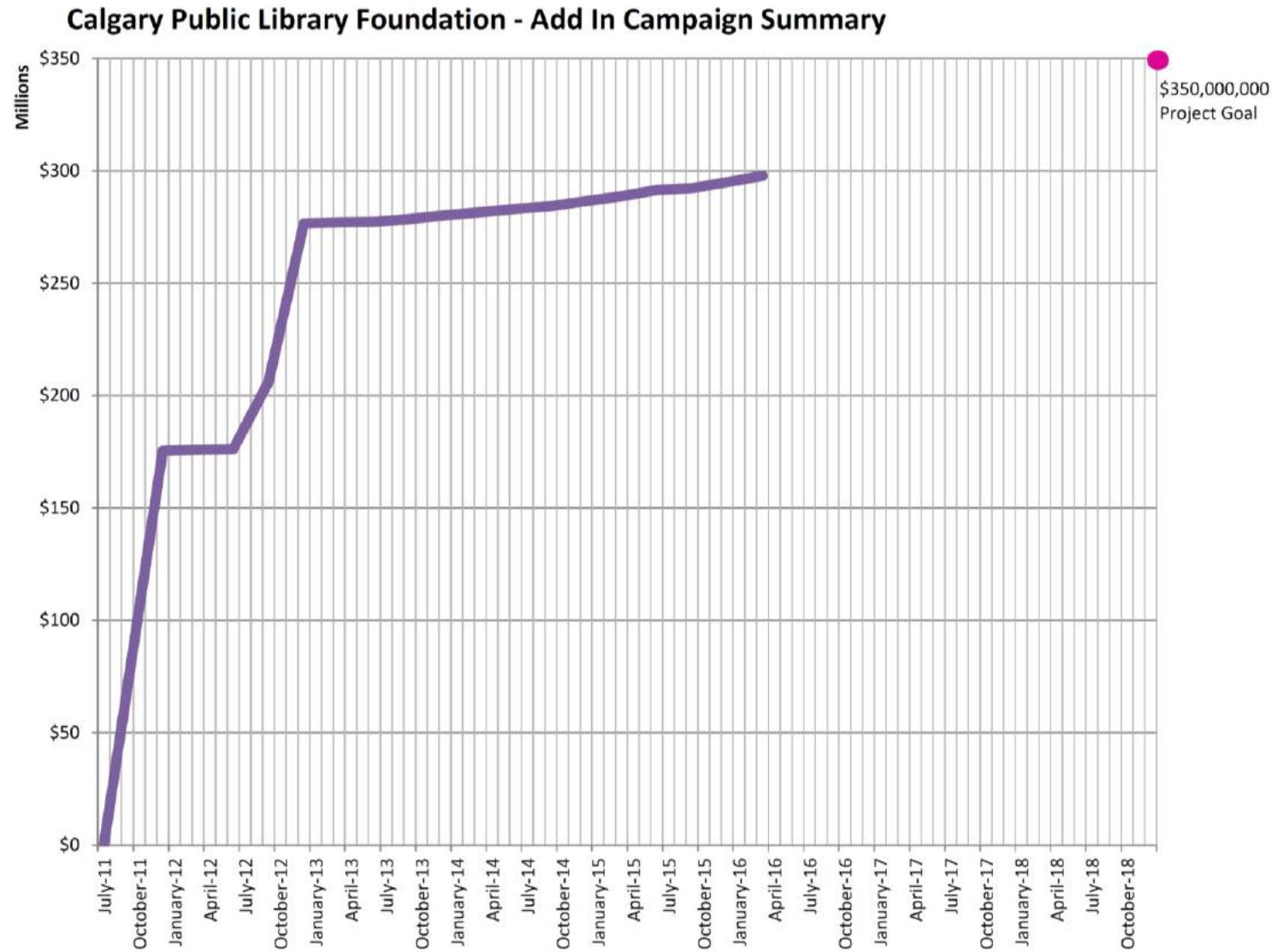
Strengthening Neighbourhoods			Bring the Library into More People's Lives			Focus On Services That Make a Difference		
	A	B	C	D	E	F	G	H
Headline Measure	0H	2Q	0A	0H	0H	9Q	5Q	5Q
	Patron perception of the quality of Library spaces [UNDER DEVELOPMENT]	Active patrons (past 12 months) +3%	Patron perception of the Library as a community connector [UNDER DEVELOPMENT]	Patron rating of online Library experiences [UNDER DEVELOPMENT]	Patron rating of in-person Library experiences [UNDER DEVELOPMENT]	Library interactions with patrons -1%	Attendance at literacy programs +15%	Attendance at population-targeted programs +27%
Performance Measures	0A	9Q	5Q	9Q	1A	9Q	5Q	5Q
	Facility Quality Rating [UNDER DEVELOPMENT]	Outreach activities +49%	Community room bookings +94%	Electronic resource checkouts 67%	Patron perception of staff 0%	New patrons +100%	Programs targeted at priority literacies +19%	Programs aimed at target populations +36%
	1A	1Q	5Q	1Q	9Q	0A	1A	1A
	Community library space (sq ft per capita) 0%	Book Truck stops 0%	Community-building programs +26%	Registration in online courses 0%	Physical resource checkouts -10%	Calgarians who identify as Library advocates [UNDER DEVELOPMENT]	Partnerships with schools and CAs to provide joint service delivery 0%	Partnerships to provide joint service delivery to target populations 0%
	0A	9Q	2A	1A	1Q	5Q	1A	5Q
	Library with appropriate service area population density [UNDER DEVELOPMENT]	In-person visit counts +29%	Library volunteer hours +5%	Virtual reference interactions 0%	Curated collections (% of copies out) 0%	Social media followers +23%	Staff trained for early literacy programming and services 0%	Visits to targeted organizations +14%



### Recommendations for Board Advocacy

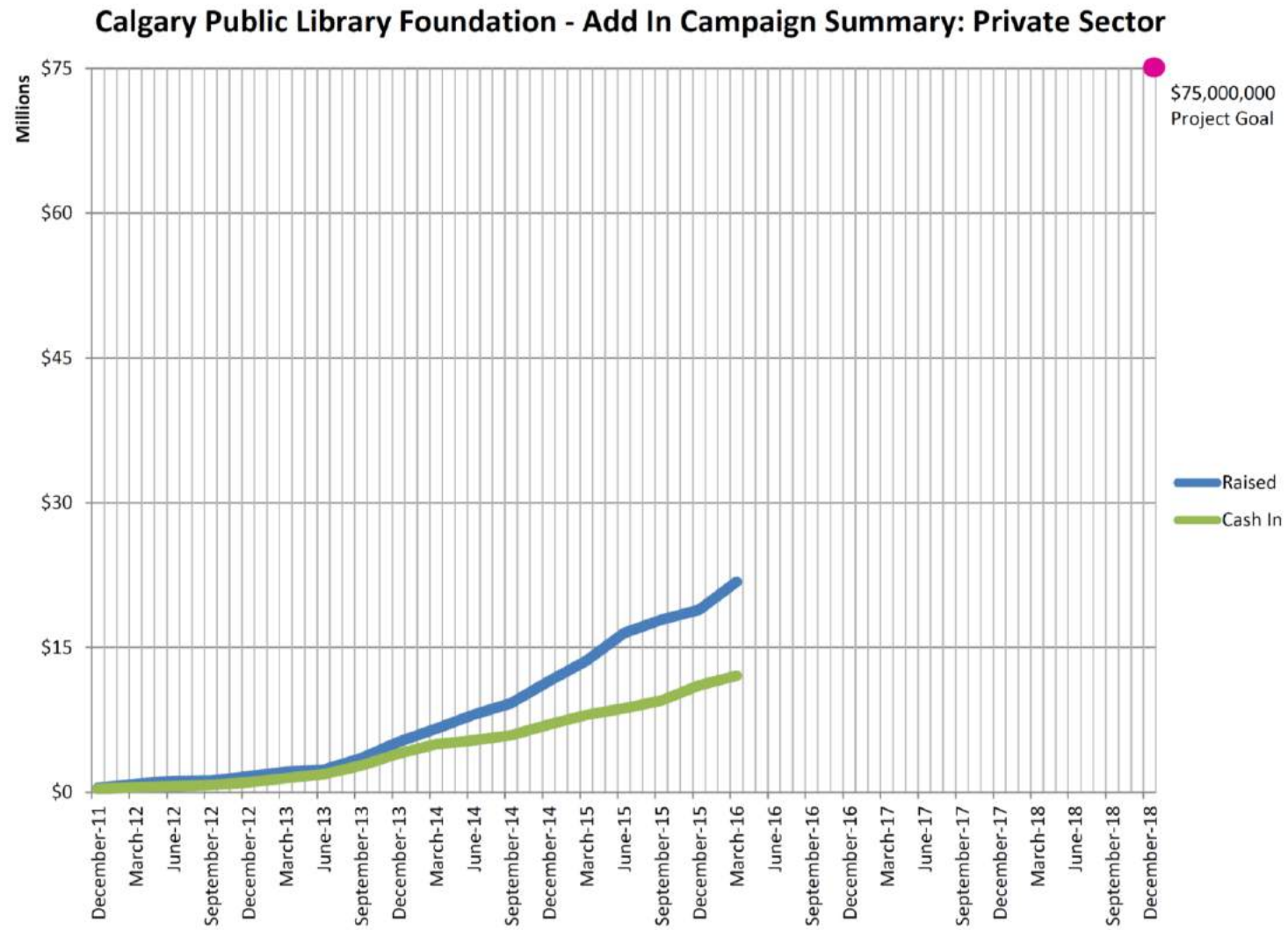
	<b>Actions for Board Members</b>	<b>Notes</b>
1	Assess and clarify the diverse advocacy roles individual Board members may choose or be asked to take on	Through individual, bi-annual meetings with Board Chair
2	Accompany Board Chair and CEO when they meet with community and government leaders	As requested by Board Chair
3	Support the creation or development of intentional partnerships that will advance the Library's strategic priorities	As requested by Director, Partnership Development
4	Share knowledge of community contacts, organizations, initiatives and events	To be collected and organized by Administration in a relationship management tool
5	Accompany Library Administration attending community association meetings	As requested by Library Administration
6	Attend community consultations or civic information sharing events to scan the environment for developments potentially impacting the Library or for opportunities of possible interest to the Library, for example city-led Green Line or budget consultations	To be identified with the help of Council staff
8	Participate in conferences to develop connections and knowledge that support the Library's work, for example Alberta Library Conference or relevant non-library conferences	As approved by Board Chair and allowed by budget
9	Build board-to-board relationships with a specific, non-operational purpose	As required
10	Continue to develop relationships with assigned community library locations and associated managers to learn more about community libraries and their neighborhoods and to demonstrate Board support for the work of library teams	Board Members to pursue to the extent their schedules allow
11	Attend key City Council meetings (for example City Audit Committee, Civic Partner Report, NCL Council updates) to show support for the Library and to demonstrate to Council the Board's commitment to its role overseeing key Library milestones	To be identified by Library Administration
13	Be well-informed and articulate about the Library's work, strategic objectives and value in the community	Key messages provided by Administration quarterly
14	Inspire others to be Library supporters by demonstrating an ongoing commitment to and enthusiasm for the Library, for example by attending Library centered events, including volunteer recognition, author events, exhibits, and grand openings	At every opportunity
15	Formally thank supporters, donors, volunteers and staff to reinforce the value and impact the Library has as a result of their efforts and contributions	As requested





Created on: April 15 2016





Created on: April 14 2016