

**Calgary Public Library  
Board Meeting**

**Wednesday, February 24, 2016**

**5:30 PM**



**CALGARY  
PUBLIC  
LIBRARY**

**2nd Floor Boardroom  
Central Library**



## Agenda

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- III. **Consent Agenda**
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  - C. CEO Compensation Framework ...verbal
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- *Mr. Mark Asberg, Director, Service Delivery* Discussion

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- *Mr. Avnish Mehta* ...verbal Information

X. **Calgary Public Library Foundation Board**

- A. Update ...verbal Information  
- *Mr. Rob Macaulay, Board Representative*
- B. Follow-up to Foundation Training ...verbal Information  
- *Mr. Rob Macaulay, Board Representative*

XI. **Other Business**

- A. Westbrook Opening ...verbal Information  
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Minutes  
**Calgary Public Library Board Meeting**  
2<sup>nd</sup> Floor Boardroom, Central Library  
Wednesday, January 27, 2016  
5:34 pm

**In Attendance:**

**Board**

Ms. Janet Hutchinson, Chair  
Ms. Debra Giles  
Ms. Judy Gray  
Ms. Temina Lalani-Shariff  
Mr. Rob Macaulay  
Mr. Avnish Mehta  
Ms. Shereen Samuels  
Councillor Evan Woolley

**Administration**

Mr. Bill Ptacek, Chief Executive Officer  
Mr. Mark Asberg, Director, Service Delivery  
Ms. Lori Chmara, Business Analyst  
Ms. Cathy Freer-Leszczynski, Director, Partnership  
Development  
Ms. Elrose Klauser, Controller  
Mr. Paul Lane, Director, Corporate Services  
Mr. Paul McIntyre Royston, Director, External  
Relations  
Ms. Sarah Meilleur, Director, Service Design

**Regrets**

Councillor Druh Farrell  
Ms. Catherine Angus

**I. Chair's Opening Remarks**

Ms. Hutchinson welcomed Ms. Rhena Oake, Ms. Terrill Budd and Ms. Elsa Watson of CUPE Local 1169. She thanked Board members for their participation in the retreat held the weekend of January 15<sup>th</sup> and 16<sup>th</sup>, and Ms. Gray in particular for suggesting the venue. Ms. Hutchinson encouraged members to take copies of the Reading Guides and distribute them among their contacts.

**II. Review of Agenda**

There being no objections, the Agenda was approved as presented.

**III. Consent Agenda**

There being no objections, the Consent Agenda, containing the following items, was approved as presented.

- A. Minutes of the November 25, 2015 Board Meeting
- B. Chair's Report

**IV. Business Arising**

**A. Business Arising from the Minutes**

There was no business arising.

**B. Strategic Scorecard Update**  
- Ms. Lori Chmara, Business Analyst

Mr. Lane stated that Planning and Research had been asked to develop a means of reporting on the strategic plan. The new Strategic Scorecard is the result and is presented for discussion by the Board. The degree of attainment of objectives and highlights will be reported to the Strategy and Community Committee. Ms. Chmara demonstrated the website, recommending that the Board access it themselves through the Board portal in order to get the most from the information available.

Ms. Giles asked if the Board will receive quarterly reports. Mr. Lane responded that it had been agreed that reports will come to the Board through the Strategy and Community Committee, but reporting directly to the Board was an option. Written reports are awkward simply because of the nature of the data. Councillor Woolley inquired as to whether the measures are helpful to the Library, with Mr. Ptacek responding that they are an important aid in keeping the organization on track with the strategic plan. In response to a question from Ms. Lalani-Shariff as to whether the Library was measuring the opinions of non-patrons, Mr. Lane responded that they are being measured and that Marketing and Communications and the Foundation would use that data to convert non-patrons to patrons. In response to questions from Ms. Samuels and Councillor Woolley, Mr. Lane explained that very few demographics are collected when cards are issued and that we base many of our inferences about usage and demographics on addresses. Mr. Ptacek stated that service design is often focused on more segmented and targeted information and Ms. Chmara added that if performance changes dramatically, background information on why those changes are happening will be provided. Mr. Macaulay stated that the scorecard provides an excellent talking point and will help the Board with strategy evaluation.

There being no objections, the *Strategic Scorecard Update* was received for information.

**V. Chief Executive Officer's Report**  
- Mr. Bill Ptacek, CEO

Mr. Ptacek introduced Ms. Meilleur as the Director of Service Design covering Ms. Robertson's maternity leave, and then provided the following updates:

- He praised staff for taking a lead in providing a helping hand to Syrian refugees. CPL is leading Canadian public libraries in literacy training and library cards. Library staff led an Urban Libraries Council webinar on building immigrant and refugee programs.
- He thanked everyone who attended the Forest Lawn re-opening.
- The Book Truck began its rounds, broke down, and is currently in for repairs. The second truck will be in the community in the next couple of weeks.
- He and Ms. Hutchinson met with the new Minister of Municipal Affairs and believe there is a tacit commitment to consistent funding. Although there was no commitment to yearly per capita funding increases, Mr. Ptacek felt that they were heard. The Minister also expressed support for library work on Aboriginal initiatives. The possibility exists that the population of neighbouring reserves could be made part of the base figure on which per capita funding is based, allowing the Library to provide service to that community. Ms. Meilleur added that informal conversations have taken place with the Stoney Nation, which is interested in setting up its own library.

- He reviewed the monthly statistics, drawing the Board's attention to the increase in Chromebook usage. He noted that circulation overall is down, but that is the case in all library systems. He explained that DVDs and CDs had driven library circulation numbers for many years. Ebooks have begun to reduce costs for libraries and it is hoped that streaming services for movies will begin to do the same. In response to a question from Ms. Samuels, Mr. Ptacek clarified that book circulation is stable and Mr. Asberg added that visitor counts and book circulation are greatly increased at Fish Creek, in particular.
- As per Ms. Angus' request, a Mission Moment is included in this report and will be incorporated into future reports whenever possible.

**A. Developments on the Summer Learning Project**  
*- Ms. Sarah Meilleur, Director, Service Design*

Ms. Meilleur noted that an environmental scan had revealed that in the United States, public library summer reading programs were becoming summer learning programs. This created an opportunity for the Calgary Public Library to take a leadership role in this area in Canada. CPL has been working with the Toronto Public Library (TPL) and the Edmonton Public Library (EPL) to share best practices, and partnerships with TELUS Spark, the Calgary Zoo and the Calgary Stampede have brought in-person interactive experiences into the Library and online engagement through a partnership with Mindfuel. In 2016, the TD Summer Reading Club will also take part. The focus will be on at-risk kids aged 3-12 who are not currently Library members.

Library staff worked with seven teachers, getting feedback on learning objectives for the project. Their clearest message was to build curiosity and wonder so that children can drive their own learning. Staff also spoke to Grade 5 students themselves about what they would like to see. TPL and EPL's learnings were that there are three important characteristics to programs: 1) access – removing barriers for children who need the programs most; 2) customization and 3) mentorship with an older youth or adult. Successful programs will ensure that participants will gain confidence, learn about their community and approach problems in an inquiry based way. A modicum of structure and process is important, but activities will also be intentionally fun. The design framework will be finalized by mid-February, staff training completed by mid-April, and programming launched in mid-June. Mr. Ptacek added that the cross-Canada goal is to reach one million children.

Ms. Gray inquired about parental involvement, given the age of the children. She made the point that all parents have hopes and dreams for their children. Ms. Meilleur stated that teachers had indicated that there is a lack of parental involvement for many of these children. Ms. Gray offered to supply parents to provide input on parental wishes for their children for 2017 programming. Councillor Woolley noted that childhood obesity and inactivity was a growing problem and wondered if activity had been considered as an element of the programming. Mr. Ptacek answered that many libraries have nearby parks and that an active element would be possible.

Ms. Lalani-Shariff commended the Library for continuing programming for all refugees. Councillor Woolley added that Calgary will receive 1,300 refugees this year – an increase of only about 300 from the typical year.

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

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

### **A. Report of the January 21, 2016 Meeting**

*- Ms. Debra Giles, Committee Chair*

Ms. Giles handed out a document to be used by the Board to write down any questions they may have on any finance related matter. These will be used to inform the Board Finance Training Moments. Ms. Hutchinson added that this approach will greatly aid the Board in managing its large fiduciary responsibility.

Ms. Giles summarized the January 21<sup>st</sup> meeting of the Committee and asked Ms. Klause to present the 2016 Operating Budget.

### **B. 2016 Operating Budget**

*- Ms. Debra Giles, Committee Chair*

*and Ms. Elrose Klause, Controller and Director, Financial Services*

Ms. Klause stated that from the Financial Services perspective, the operating budget is the most important work that the Board has the responsibility of approving. For the rest of the year, we reflect on the past. This is the only time we're planning. This is where the financial decisions are made on how to implement strategic goals. Ms. Klause made the following points with respect to the budget:

- Provincial funding remains flat.
- Fines have been reduced to a number that better reflects the actual numbers of the last three years and has been set to 2% below the 2015 amount.
- Investment and other revenue remains flat as interest rates are not rising.
- The Foundation is confident that it will be able to transfer the budgeted amount. If it is able to provide additional money, a report will be presented to the Audit and Finance Committee, recommending allocation.
- Salaries are based on position control from Human Resources as at the end of December and include all known salary increases, including the annual increase for union staff.
- Collections expenditures were kept flat at the 2015 budget amount, which included a one-time funding boost.
- General operating costs include IT subscriptions, communication charges, marketing, related supplies and services, legal fees, accounting fees and businesses expenses. Building and equipment reflect inflationary and contractual increases, including to insurance costs.
- Occupancy costs include the cost of leases at Glenmore until the end of July and two other locations, and common area costs in shared facilities.
- The revenue shortfall of \$264,000 which is further increased by \$225,000 (a City-required allocation to Capital Reserves) will be covered by prior year's Special Purpose Funds remaining balance. After that, the special purpose funds will close.

Ms. Giles stated that since those special purpose funds won't be available next year, next year's budget will have to include cuts of some sort or more money will have to be found.

Ms. Hutchinson asked whether there is any one area that could negatively impact the bottom line. Ms. Klause thought that the low Canadian dollar or increasing hours could both pose



problems. The exchange rate assumption was 70 cents. Mr. Ptacek noted that while the dollar amount for Collections remains the same, the buying power is lower. Councillor Woolley pointed out that the Library is unique among the Civic Partners in showing donations as operating revenue. The Board discussed how best to show donation and sponsorship monies in the budget.

MOVED by Ms. Giles, seconded by Mr. Macaulay, that the Calgary Public Library Board approve the 2016 Operating Budget as presented in Attachment 2.

Carried Unanimously

Councillor Woolley excused himself at 7 pm.

**C. Risk Register**

- Ms. Debra Giles, Committee Chair

Ms. Giles led staff and Board through a discussion of the current status of the risk register. Highlights included:

- Partnerships are currently measured by counting the number of programs conducted with community partners. The measure will be reviewed.
- New Central Library bid packages are under budget and this may allow for acceleration of the project. This will be discussed at the next NCL Steering Committee meeting.
- There was a small increase in incident reports at community libraries, but a very large increase at the Central Library. Police have confirmed that there are more serious offenders in Central now and they are more brazen. Police have an operation in progress in the library and surrounding area, training has been extended to all staff, and security and the police are taking the lead in responding to incidents in order to ensure staff safety. It is hoped that in addition to these other mitigation efforts, better weather will help improve the situation.

There being no objections, the report, *Risk Register*, was received for information.

**VII. Financial Matters**

**A. Controller's Report for the period ended December 31, 2015**

- Ms. Elrose Klause, Controller and Director, Financial Services

Ms. Klause gave a short overview of the financial statements, noting that there is currently a \$7,000 deficit which is being offset by an \$80,000 surplus. The year-end statements will not be final until the auditors review them. Mr. Macaulay praised Financial Services staff for their hard work throughout the year, noting that a \$7,000 variance in a \$53 million dollar budget was extraordinary. Ms. Gray concurred.

MOVED by Ms. Gray and seconded by Mr. Mehta that the Calgary Public Library Board received the Controller's Report for the period ended December 31, 2015 for information.

Carried Unanimously

## **VIII. Governance Committee**

### **A. Report of the December 2, 2015 Meeting, - Ms. Shereen Samuels, Committee Chair**

Ms. Samuels reported that the Committee reviewed its workplan and discussed the need to bring information to the Board, allowing the entire Board to keep its finger on the pulse. She then asked Ms. Hutchinson for an update on the Board recruitment situation. Ms. Hutchinson reported that she had met with Councillors Farrell and Woolley and also with Ms. Colleen Evans of the City Clerk's office about The City's governance review. Ms. Hutchinson's recommendation is to wait for the results of that review process and discuss the item further at that point.

The Board handbook was also discussed, including a review of items removed from the Board bylaws to be included in the Board handbook and the addition of items such as a process for conflict resolution.

### **B. Board Self-Evaluation Survey: Summary of Results - Ms. Shereen Samuels, Committee Chair**

Ms. Samuels stated that the survey results are presented for Board comment. As a starting point, she noted that the Governance Committee had discussed the following items:

- Category names were not useful for some members of the committee and a change may make responses more nuanced.
- The Board Chair's responsibilities do not include the establishment or renewal of the strategic plan.
- Neither the ALTA nor the Foundation representatives' responsibilities are included.
- The survey could be done more frequently.

The Board made the following points:

- Ms. Gray wondered whether the intent of the survey was engagement or data-gathering. She stated that she appreciated the mid-year review conducted by Ms. Hutchinson, which she feels would obviate the need for more frequent surveys. She further requested that the Governance Committee discuss members' personal goal-setting.
- Ms. Giles suggested as an option a three question check-in done at the end of each meeting. Mr. Mehta thought that clarity with respect to annual goals and a method of tracking and following processes is important.
- Mr. Macaulay recommended the use of the comments section to get more nuanced responses.
- Ms. Lalani-Shariff concurred and recommended against completing the survey more frequently, citing survey-fatigue and less thoughtful responses as a result.

There being no objections, the *Report of the Governance Committee, December 2, 2015* was received for information.

**IX. Strategy & Community Committee**

**A. Report of the December 14, 2015 Meeting**  
*- Ms. Judy Gray*

In the absence of Ms. Angus, Ms. Gray reported on the work of the Committee. Work on the skills matrix is proceeding, with Ms. Gray and Ms. Samuels having met to discuss it. She praised Ms. Hardy and the important information presented in the 2015 Facilities Annual Report. She stated that she personally enjoys the Spotlight portion of the agenda, which she feels gives the Committee a window into a Service Delivery and Design area.

**B. Board Retreat Review**  
*- Ms. Judy Gray*

This item was not discussed as the survey information was not yet available.

There being no objections, the *Report of the Strategy and Community Committee, December 14, 2015*, was received for information.

**X. Other Business**

**A. Board Attendance at the Alberta Library Conference**  
*- Ms. Janet Hutchinson, Chair*

Ms. Hutchinson told the Board that there will be many presenters from the Library this year, including Ms. Humphrey and Mr. Macaulay presenting on policies and herself and members of the Edmonton Public Library Board on partnerships. The Alberta Library Conference Planning Committee was pleased to have more board-focused presentations this year. She impressed upon Board members that as the Library will be paying for their costs at the conference, it is important that they be seen at the ALTA Annual General Meeting and that they support the CPL presenters. She asked Board members to please look at their schedules and to make a decision in the near future.

**B. The Ongoing Evolution of the Library's Suite of Programs**  
*- Ms. Sarah Meilleur, Director, Service Design  
and Mr. Mark Asberg, Director, Service Delivery*

Ms. Hutchinson stated that as she and other Board members had received letters of complaint from the Spanish Conversation Club, she thought it important for the Board to hear how decisions like these are made, and she had asked Mr. Ptacek to have Service Design and Delivery speak to this.

Ms. Meilleur explained that an audit had been conducted to confirm the alignment of programming with the strategic plan. For those programs which did not align, like the Spanish Conversation Club, another delivery model was available, one which was self-managed. Library resources such as Mango are also available. Mr. Asberg continued, saying that the Library cannot dedicate the same resources to those programs that affect a few hundred compared to a few thousand, and Library patrons understand that resources need to go where they will have the greatest impact. Ms. Hutchinson thanked them both, saying it is important to see how the Library is looking at the connections between the strategic plan and programming.

**Adjournment**

MOVED by Mr. Macaulay, seconded by Ms. Lalani-Shariff, that the meeting be adjourned at 7:59 pm.

Carried Unanimously

Transcribed by Kathryn Nikolaychuk

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Ms. Janet Hutchinson  
Chair

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Mr. Bill Ptacek  
Chief Executive Officer

Report to the  
Calgary Public Library Board  
February 24, 2016  
**Chair's Report**

Feb 03	Governance Committee Meeting
Feb 04	Meeting with Bill and Catherine re: next steps following Board Retreat
Feb 08	Strategy & Community Committee
Feb 08	Monthly Board Agenda meeting with Bill and Catherine
Feb 08	Meeting with Tom Bornhorst, Chair of the Convention Centre Board, regarding organizational review and process.
Feb 09	Monthly meeting with Bill and Evan
Feb 10	Board Training Session #1
Feb 11	Board Training Session #2
Feb 23	CEO Evaluation Meeting
Feb 23	Meeting with Druh

Janet Hutchinson  
Board Chair



Report to the  
Calgary Public Library Board  
February 24, 2016  
**Chief Executive Officer's Report**

**Government Relations**

Each month, a team led by Cathy Freer-Leszczynski meets with representatives from the Calgary Board of Education. Those meetings have already led to some tangible results. The library card campaign from 2015, the focus group of teachers who provided learning objectives for our upcoming Summer Learning project, and numerous joint training events are all a result of this partnership. We are moving toward the connection of all CBE students to the Library's electronic resources. As part of that, we are even taking the lead with e-book vendors to explore ways to provide digital content for school reading assignments.

Thomas Hanson is the newly appointed Director for The City of Calgary's Corporate Properties division. Thomas was previously the head of Capital Development for the Recreation department. We recently met with him and some of his colleagues to discuss the Symons Valley property acquisition, the integrated facilities planning for civic assets, and the redevelopment of Library and City facilities in Calgary's established communities. Since all levels of government are interested in capital projects that might help the economy, we seemed well positioned to work with other units in The City throughout the community. His staff members are scheduling regular update meetings for us to follow up on all of the above mentioned initiatives.

Library Administration has been kept apprised of Calgary Police Service's recent operations in the downtown core targeting the drug trade. Police have charged 29 people with 128 charges after two separate police operations, including charges related to crystal meth, morphine, and fentanyl. The operations began in the 17<sup>th</sup> Avenue SW area, where deals were taking place near popular family restaurants. More recently, the police operation moved to the 7<sup>th</sup> Avenue corridor, targeting dealers at the Central Library, Olympic Plaza and area restaurants. Inspector Cliff O'Brien noted in the media that the aim of the operation against low-level, hand-to-hand dealers is to make the downtown core a more comfortable destination for business people and families. The Library lauded the support of Calgary Police Service in helping make downtown and the area around the Central Library safer and more secure.

Internally, we met with Central Library leadership and librarians, our community resource officers from CPS, and the Union to discuss recent events, review successes in making Central safer, identify ongoing concerns, and brainstorm possible solutions to implement. Among the successes discussed are the opening up of spaces on the fourth and fifth floors that are being appropriately used for quiet study and reading and in which anti-social behavior is rare, generally the smart application of CPTED principles throughout the building, increased programming in the library that is bringing more families and new demographics to Central, the abolition of food and drink above the main floor, and a much more effective deployment of security guards throughout the building. Some strong suggestions came forward from this discussion and the Central leadership team will be working on those in the coming weeks; for instance, expect to see continued changes in non-fixed elements on the main floor. The Library also continues to work with Calgary Corporate Security, Bylaw, and Transit Security on solutions to reduce loitering, smoking and anti-social behaviors outside the front entrance.

The new library at Remington Place (Quarry Park) will be replacing the Glenmore Square Library. This library will be opening this summer. While the new facility will be larger and well

connected to other schools and recreation facilities, it will be a little harder for folks from the Ogden area to get to the library. They would have to traverse Glenmore Trail to get to the new facility. With that in mind, we have been meeting with community associations in the area to let them know about this change and to get their ideas on how to keep folks connected to the library. Last month we met with the Ogden Millican and the Riverbend Associations for this purpose.

The Library is partnering with Calgary Economic Development to provide assistance for unemployed professionals in Calgary. A recent program for that target group drew 350 attendees to the John Dutton Theatre. Karen Young of the United Way and Jeff Loomis at Momentum would like to have the library involved in having more people file tax returns so that the new child tax benefit can be accessed by more Calgarians. Toward that end, we are exploring the possibility of Calgary Economic Development acting as coordinator of that expanded tax assistance. We think that the library's expanded hours of operation and our willingness to even open libraries after hours for such programs would position us to double the number of tax clinics throughout the city.

## **OPERATIONS**

For the first time in its history, the Calgary Public Library had six libraries open for five hours (12-5) on Family Day. On that day, there were 4,763 visits with an average of 159 visitors per hour to those libraries. This compares with a usual Monday which generates about 149 visits per hour. We are proud of our Service Delivery team who were able to provide staff for these extra hours within existing budgets. It is all a part of making the library more available and relevant.

Like the library openings on Family Day, our Service Design team is prototyping several other services and initiatives this month. They will be promoting e-resources when patrons sign on for Wi-Fi access. The Community Book Club will be launched in partnership with the Kincora Community Association. The next "We Recommend" collection will be unveiled at Louise Riley library with the intention to replace "New and Notable" displays at all libraries by the end of April. These displays organize books recommended by our staff members based on attributes (such as plot, character, setting) that they use to provide readers' advisory services. The Summer Learning questions and themes will be tested with a student focus group. A pop-up library will open this month at the Margaret Chisholm refugee centre which is supporting newly arrived families from Syria.

There have been two meetings with representatives from the University of Alberta about incorporating their MOOCs into Library programming. Our Service Design team submitted a written proposal for four potential programs, and we just learned that the U of A is OK to move forward on all four. As a result, you will hear more about:

- Youth Read badges for engaging with Dino 101 and Understanding Video Game MOOCs
- Summer Learning programming featuring Dino 101 content
- Adult programming to celebrate the launch of their Mountains 101 MOOC in Oct/Nov 2016
- Teen After Hours night at Central Library around Understanding Video Games in May/June



This is a great partnership that will help with our Summer Learning initiative. The University will also contribute faculty and students as they are available to help our public enjoy their deep dives into these subjects.

January launched 2016 as the Year of Reading through a number of high profile initiatives. On January 28, Family Literacy Day, the 2016 Reading Guides were launched, providing Calgarians of every age with a year's worth of great reading suggestions. The guides were developed collaboratively with Service Design, Service Delivery, Collections and Marketing. The guides, which are available in print and [digital format](#), have had a great response, and we plan to produce them annually.

Also, on Family Literacy Day the Library hosted a City Story Time at City Hall with Bill Ptacek and City Councillor Evan Woolley. It also provided a format to promote Calgary's participation in the Read for 15 Community Challenge. While Calgary did not win the title of "most readerly community", over 4,900 Calgarians registered that they read for 15 minutes on January 28! Schools and businesses got involved, with places like Sidewalk Citizen Bakery offering 10% off for those who came in with a book.

Five 911 dispatchers participated in It's a Crime not to Read in January, and they all reported great delight in being involved. One said, "It was AMAZING! I love this program. I had a riot with the kids and reading. I am so sad I only get to do three dates!! Seriously, if you ever have someone back out on you and don't have someone to fill in I would be happy to fill in." It's a Crime Not to Read family pizza party night season kicked off with 13 of the 20 parties this month. Two hundred and forty people attended the first one!



It's a Crime not to Read pizza parties

Updated Early Literacy training sessions are being delivered over the next few months in the Early Literacy area, significantly increasing the number of staff who have received early literacy training in the last year. These sessions include both Early Literacy and Play (delivered in partnership with MRU and the Child Development Centre), and Oral Storytelling.

As planning for play spaces continues to evolve, new materials are being tested in various locations. Staff report that families love the new materials. We're going to be seeing more physical changes to the early learning and literacy space at Fish Creek. Millwork elements are being built and will be installed in March. Painting and updating of the visual components will also be a part of this update to the space, and will be occurring throughout the month of February. Central Library's "Nest" space is also seeing some changes, with new furniture and equipment arriving. Conversations are occurring related to the design elements for play spaces at Village Square, Nose Hill, Quarry Park, and Crowfoot Library.



Early learning spaces



In this Monthly Overview, the physical book circulation is highlighted. In addition to that report is a comparison of the circulation of several categories in the last quarter of 2014 and 2015.

Collection	Circulation Q4 2014	Circulation Q4 2015	Change	%
Adult Paperbacks	17,907	253,664	235,757	1317%
Adult Books	2,976,889	2,877,505	(99,384)	-3%
Adult CDs	589,810	492,001	(97,809)	-17%
Adult DVDs	2,471,616	2,181,962	(289,654)	-12%
Children's Books	4,285,705	4,524,317	238,612	6%
Children's CDs	74,469	70,089	(4,380)	-6%
Children's DVDs	1,135,752	965,029	(170,723)	-15%
Teen Books	394,979	401,049	6,070	2%

It is clear that, as we have been reporting, the decline in circulation of DVDs and CDs is contributing to the overall decline in circulation. It is encouraging to see that children's and teen materials are generating higher circulation over the quarter and over the year. The increase in Active Holds and Patrons with Active Holds is an ongoing story that demonstrates our public's use of the catalogue and the coordinated collection of the entire system. In order to make better use of the Central Library, more of the holds will be filled from the Central Library's collection, which should help ease the pressure on collections at community libraries.

## OTHER

The Calgary Public Library Foundation was honored to be invited to present a proposal to The Calgary Foundation earlier this month. The request was for \$3 million to fund the installation of early literacy centers at every Library location over the next 2.5 years. The grant would also support the evolution of programming and activities in these spaces. The Library's commitment to early literacy, and the determination by staff members at all libraries to visit all licensed daycares in Calgary, made a compelling story of how the Library, with the help of The Calgary Foundation, can make a long-term difference in growing a city of readers.

With the help of Steacy Collyer at Calgary Reads and former Police Chief Rick Hansen, the Library has committed to work on a project that would raise third grade reading scores for all kids in Calgary. The project would play off the work that is already being done in Forest Lawn as part of the ISSP project. Specifically, the Library would provide Summer Learning experiences for the at-risk kids that are already being served by the ISSP program at Patrick Airlie school. School readiness, summer learning and school attendance have been shown to be the key components in other North American cities toward improving third grade reading scores. Those scores are an incredibly accurate predictor of school success.

Several Fish Creek staff were involved in helping to organize and host a special Calgary Public Library Foundation event for TD Bank employees and their families on Sunday, January 24 in recognition of TD's recent \$1 Million donation and the funds earmarked for Fish Creek's early literacy play area. Activities included presentations from local children's authors Carolyn Fisher and Deborah Fannie Miller (arranged through WordFest), activities for school-aged children and preschoolers, refreshments, and Bill Ptacek and Paul McIntyre Royston on hand to welcome

everyone and talk about the New Central Library and the TD Great Reading Room. Although the turnout of TD families was considerably less than expected, participation was boosted by inviting all families in the library that Sunday afternoon to come up and join in the fun on the third floor.



TD special event at Fish Creek Library

On the Saturday of the same weekend, Calgary Public Library's Jennifer Martyn took part in the TD Storytime Event, held in partnership with Wordfest at the TD Bank on Macleod Trail and 94<sup>th</sup> Avenue. She presented a storytime to 25 children and their parents, and helped distribute special co-branded Calgary Public Library/TD library cards. This event also included a presentation by local author Carolyn Fisher, the gift of a free book to the children who attended, and snacks. A similar event was held at Market Mall featuring Crowfoot Librarian Joanne Peace.

## MISSION MOMENT



Draft design of the Read and Play Trunki

Bill Ptacek  
CEO

Calgary Public Library

## Monthly Overview

January 2016

### Featured Number

Physical book circulation

	Adult	Kids' & Teen	Total
2015	2,877,505	4,925,366	7,802,871
2014	2,976,889	4,680,684	7,657,573
	-3%	5%	2%

### New Members

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	11,134	11,134	15,301	15,301
	-27%	-27%		

### Active users

	Jan 2016	Dec 2015
	487,744	482,138

### Programs & Outreach

#### Programs

...in the library

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	999	999	774	774
	29%	29%		

...in the community

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	160	160	161	161
	-1%	-1%		

...for adults, seniors or all ages

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	340	340	374	374
	-9%	-9%		

...for kids & teens

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	819	819	561	561
	46%	46%		

#### Total number of programs

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	1,159	1,159	935	935
	24%	24%		

#### Program participants

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	23,937	23,937	19,411	19,411
	23%	23%		

### Library Space

#### Visits

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	562,133	562,133	443,105	443,105
	27%	27%		

#### Room bookings

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	227	227	108	108
	110%	110%		

### Collections

#### Physical items acquired

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	22,177	22,177	23,403	23,403
	-5%	-5%		

#### Physical collection size

	Jan 2016	Jan 2015
	1,580,177	1,780,209
	-11%	

#### Expenditure on physical items

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	461,994	461,994	473,358	473,358
	-2%	-2%		

#### Total expenditure

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	1,301,459	1,301,459	1,356,362	1,356,362
	-4%	-4%		

### Circulation

#### Total checkouts

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	1,344,078	1,344,078	1,370,474	1,370,474
	-2%	-2%		

...physical items

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	1,150,826	1,150,826	1,182,684	1,182,684
	-3%	-3%		

...digital items

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	193,252	193,252	187,790	187,790
	3%	3%		

### Connectivity

#### Computer sessions

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	72,776	72,776	62,783	62,783
	16%	16%		

#### Wireless sessions

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	44,636	44,636	32,837	32,837
	36%	36%		

### Website & Catalogue

#### Website sessions

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	652,856	652,856	811,992	811,992
	-20%	-20%		

#### Catalogue sessions

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	463,364	463,364	478,909	478,909
	-3%	-3%		

#### Pages viewed per session

	Jan 2016	Jan 2015
...website	1.89	1.72
...catalogue	6.28	6.69

### Social Media

#### Followers

	Jan 2016	YTD 2016	Jan 2015	YTD 2015
	28,647	28,647	23,413	23,413
	22%	22%		

Facebook, Twitter, Instagram & LinkedIn

### Holds (daily average)

#### Active holds

	Jan 2016	Jan 2015
	198,519	154,083
	29%	

#### Patrons with active holds

	Jan 2016	Jan 2015
	38,963	31,417
	24%	



### Monthly Overview of Community Libraries January 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	
	Jan 2015	Jan 2016	Jan 2015	Jan 2016	Jan 2015	Jan 2016	Jan 2015	Jan 2016	Jan 2015	Jan 2016	Jan 2015	Jan 2016	Jan 2015	Jan 2016	Jan 2015	Jan 2016
Alexander Calhoun	517	359	15,293	17,001	35,996	37,206	1,411	1,875	1,012	1,308	273	291	25	58	5	9
Bowness	248	171	6,805	8,525	14,963	14,995	1,174	1,367	246	449	82	108	31	25	4	1
Central	2,925	2,199	88,954	101,151	66,458	62,289	18,571	19,579	6,448	7,839	393	442	112	120	36	20
Country Hills	1,098	738	35,375	37,354	62,609	59,697	2,315	3,441	2,251	3,158	306	346	32	52	0	1
Crowfoot	1,605	1,085	41,082	44,203	107,136	106,498	3,339	4,142	3,429	5,291	589	715	66	91	4	4
Fish Creek	1,418	1,084	33,169	41,183	80,769	84,365	3,207	4,037	2,329	3,617	520	558	54	88	10	18
Forest Lawn	557	509	17,232	17,276	30,766	25,859	3,706	4,352	1,467	1,650	132	126	54	62	34	24
Glenmore Square	235	136	7,642	7,799	13,117	13,487	1,263	1,359	405	712	79	92	11	22	1	3
Judith Umbach	615	364	19,075	31,908	38,952	38,139	2,788	2,911	1,308	1,857	243	267	36	58	5	8
Louise Riley	545	444	24,179	29,584	48,344	48,680	2,554	2,977	1,427	2,058	388	408	38	48	1	17
Memorial Park	262	197	8,421	8,710	12,989	11,530	1,379	1,545	483	759	143	140	7	12	1	2
Nose Hill	579	429	30,990	30,698	69,372	62,757	2,799	3,149	1,655	2,283	423	423	37	42	6	1
Saddletowne	886	724	37,730	44,024	36,818	33,514	4,992	6,279	2,439	3,329	96	112	43	51	4	8
Shaganappi	225	147	8,151	7,025	15,604	13,834	1,211	1,285	527	644	112	130	34	16	4	1
Shawnessy	1,386	946	239	48,894	82,776	80,377	3,917	4,343	3,448	4,106	500	532	65	75	8	11
Signal Hill	1,000	704	32,676	36,022	79,006	76,877	3,061	3,336	1,604	1,952	472	513	53	72	15	6
Southwood	445	301	14,507	15,921	36,496	33,580	1,234	1,787	645	950	266	304	38	47	3	4
Village Square	755	597	21,585	34,855	35,651	36,209	3,862	5,012	1,714	2,674	160	175	38	60	20	22
<b>TOTAL</b>	15,301	11,134	443,105	562,133	867,822	839,893	62,783	72,776	32,837	44,636	5,174	5,682	774	999	161	160





Report to the  
Calgary Public Library Board  
February 24, 2016  
**Workforce Deployment in Service Delivery**

## **I. PURPOSE**

This report provides information about efforts to ensure that the distribution of work effort in Service Delivery maximizes the Library's capacity to advance the priorities of the Strategic Plan.

## **II. BACKGROUND AND EVIDENCE GATHERED**

Achieving the optimal deployment of human resources in any organization is perpetual work, as business priorities shift and external influences evolve. In 2015, the Library undertook a number of projects aimed at documenting the distribution of human resources and accompanying activity measures in the system. In support of this project, intensive work took place at Shawnessy, a medium sized location with automated materials handling (AMH), and Village Square, a similarly sized location without AMH. In addition, close analysis was completed at Central, the system's largest library. In each location, work effort devoted to direct patron service and to materials handling and support functions was examined. In addition to this analysis at specific locations, system-wide staffing and activity measures were collected, providing a 2015 snapshot of workforce and work-effort distribution across the system.

Collecting this information was done with a number of objectives in mind, including:

- Determining staffing complements available at each level to perform different work functions (e.g. support work, direct patron service, programming and outreach)
- Measuring the amount of different kinds of work being performed in diverse locations
- Identifying opportunities to increase the system's focus on efforts that most advance the Library's strategic direction (e.g. programming, outreach, enriching patron experience), while ensuring sufficient capacity to sustain all aspects of daily library operations.

This system-wide collection of information paints a vivid picture of Library's operations and brings to light a number of important narratives and opportunities, including:

- The nature of the activities associated with the circulation of physical items is changing, for instance, as patrons make increased use of holds and more automation is used.
- Activity measures point to a growing and desirable shift in focus to more intensive and impactful work in areas where the Library can make the most difference, such as enriching patron experience and strategically focused programming and outreach.
- There is ongoing work to do identifying and exploiting opportunities to maximize work effort that most advances strategic priorities, as more traditional library work, and ways of getting that work done, continue to change.

## **III. RECOMMENDATION**

That the Calgary Public Library Board receive this report, *Workforce Deployment in Service Delivery*, for information.

Mark Asberg  
Director, Service Delivery



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

**January 2016 Key Financial Indicators**

Financial Snapshot				
	Budget YTD	Actual YTD	Variance YTD	Forecast
Operating Revenue	4,555,272	4,535,324	(19,948)	*
Operating Expenditures	3,901,694	3,691,268	210,426	*
Excess / Deficit Operating Fund (Before loans repaid and contribution to reserves and Other contributions)	653,578	844,056	190,478	*

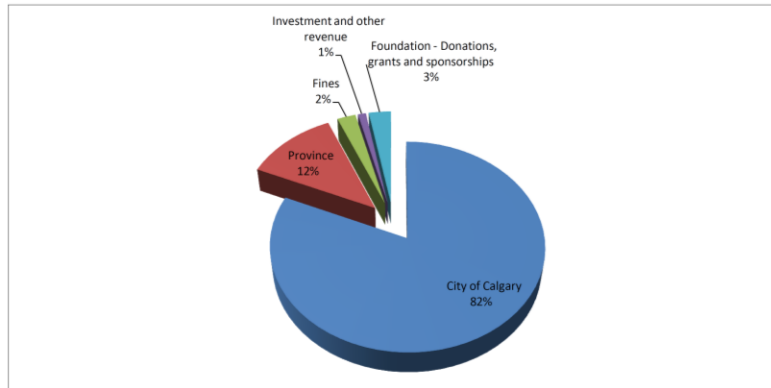
\* To start with second quarter report.

**January 2016 Month End Snapshot**

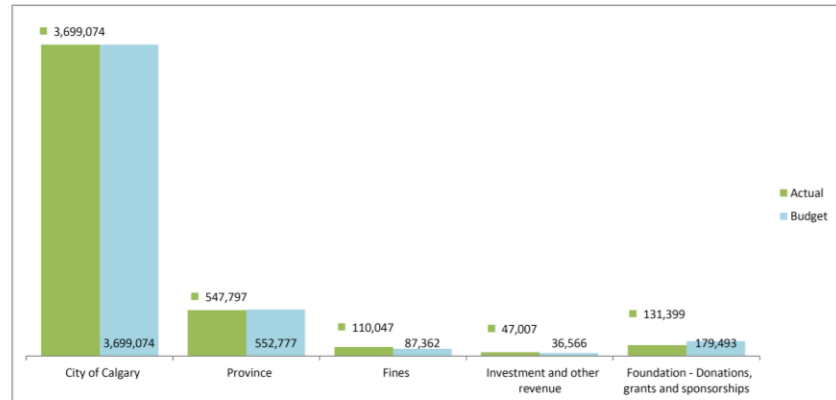
Financial Summary				
Budget / Actual Variances				
	Budget YTD	Actual YTD	Variance YTD	
Operating Revenues				
City of Calgary	3,699,074	3,699,074	-	
Province of Alberta	552,777	547,797	(4,980)	U
Fines	87,362	110,047	22,685	F
Grants and sponsorships	179,493	131,399	(48,094)	U
Investment and other revenue	35,566	47,007	11,441	F
Operating Expenditures				
Salaries and employee benefits	2,334,840	2,269,203	65,637	F
Collections	608,971	612,549	(3,579)	U
General Operating	557,152	496,018	(13,866)	U
Building and equipment	326,476	258,866	67,610	F
Occupancy costs	74,255	54,633	19,622	F

## Financial Dashboard

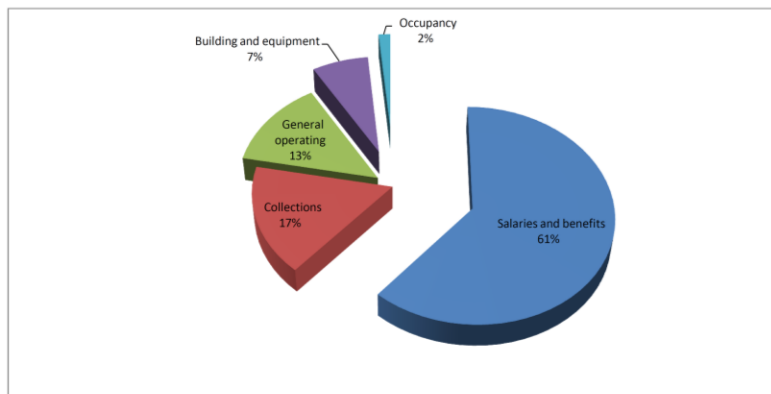
Revenues % by Category (Actual at the end of Jan 2016)



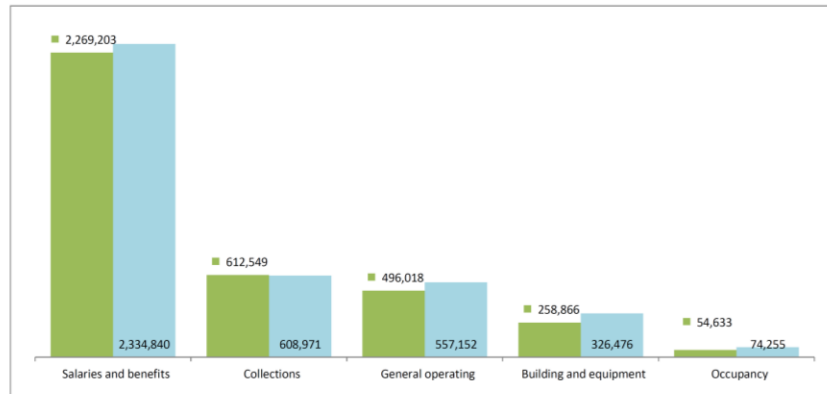
Revenues Actual vs Budget at the end of Jan 2016



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



Expenses Actual vs Budget at the end of Jan 2016



Updated for the month ended January 2016

Report to the  
Calgary Public Library Board  
February 24, 2016  
**Report of the Governance Committee Meeting**  
**February 3, 2016**

**In Attendance:**

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

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

**I. Business Arising from Minutes**

**A. Board Recruitment Process**

Ms. Hutchinson said that the Board will strive for transparency in its recruitment process and ensure that, if a search firm is used, other avenues are also explored to reach candidates who may not be connected with a prospect list, LinkedIn, or conventional business associations.

At the request of Ms. Samuels, Ms. Humphrey summarized the last recruitment process. A Board ad hoc committee used an RFP to choose a search firm, developed criteria to guide the firm's search for public body board candidates, and participated in the final candidate selection with the firm. In addition to the firm's advertising, notices were placed on the Library's website and on The City's website during its annual boards, commissions and committees appointment process.

Ms. Gray and Ms. Angus joined the meeting at this point.

**B. Quarterly Update on Strategy**

Ms. Giles stated her understanding that the Quarterly Update on Strategy would be presented to the full Board by Paul Lane for in-depth analysis and questions, rather than being brought forward through the Strategy & Community Committee's report. She said that the Board requires a high level comprehension of this information to ensure strategic alignment. Ms. Samuels referred this discussion to the March Strategy & Community Committee meeting, with the permission of Ms. Angus, the S&C Committee Chair.

	<b>Action Item</b>	<b>Timeline</b>	<b>Responsibility</b>
1	Discuss the following item at Strategy & Community meeting: Timing and Presentations of Quarterly Updates on Strategy	March S&C Committee meeting	Catherine

## II. CEO Evaluation Process

Ms. Hutchinson said that the responsibility for the CEO Evaluation lies with the Board Chair, Vice-Chair, and Chair of the Governance Committee, with Board input currently in the form of a competency survey, which was not tailored specifically for the Library's needs. She asked the Committee for input on possible improvements to the process and pointed out the example of a non-metric based CEO performance evaluation strategy that appears on pages 6-7 of the agenda package.

The Committee found the Competency Survey to be a good tool for gathering feedback, but made these comments about it:

- There was no indication of the CEO's goals, making it difficult to answer some questions.
- Changing the form at any time reduces comparisons to the previous year's answers, but should be done if it will improve the survey's effectiveness in future years.
- Members felt they were not in a position to evaluate some items, such as people management.

Ms. Angus said that performance management practices are changing, with an emphasis on both achievement of objectives and continuous development. Mr. Ptacek added that the essence of performance evaluation is an honest, guided exchange of expectations. The Committee agreed that metrics are a useful tool to ascertain the "what" of objective achievement, but do not describe the important aspect of "how".

At the completion of this year's review, the Chair, Vice-Chair, Governance Committee Chair, and CEO will bring forward recommendations through the Governance Committee to the Board. Ms. Hutchinson will assemble a proposed agenda and timeline for this project.

	Action Item	Timeline	Responsibility
1	Bring forward recommendations through the Governance Committee to the Board on the CEO Evaluation Process	At completion of 2016 CEO evaluation	Janet Catherine Shereen Bill
2	Assemble proposed agenda and timeline for recommendations on CEO Evaluation Process		Janet

## III. Board Recruitment Process

Ms. Hutchinson said it is expected that direction from The City on how the Board should proceed would be received in late February or early March. Among the issues waiting for resolution are whether the Board will need to recruit this year, and whether The City will differentiate between appointments and reappointments. The Board will prepare the skills matrix with the intent of using it in support of an upcoming recruitment. Ms. Angus said that, although the traditional matrix is limiting in many ways, it is one lens for the Board to consider in building a complement of people to achieve its strategy.

Ms. Gray presented her skills matrix recommendations to the Committee: 1) to include a section entitled “Other, please specify”; and 2) to add a section for applicants to self-identify soft skills. In her report, she outlined attributes, intellectual and social/relational capital, skills and competencies, and backgrounds. Ms. Hutchinson said this narrative is an excellent Board job description or profile. Unlike not-for-profits, the Library has enough resources to hire operational expertise as needed, and the Board can instead place importance on attitudes, passion for the Library, an understanding of governance, and other soft leadership skills. Ms. Hutchinson said that the rigorous application of a well-written skills matrix will support the Board’s ability to make recommendations to Council as well as Council’s confidence in the Board’s recommendations.

The Committee confirmed that the matrix presented by Ms. Gray expresses its intent quite well, and asked for Ms. Humphrey’s support in addressing the following changes:

- At Ms. Samuel’s request, a strong statement on governance will be added to the Professional Backgrounds category
- Ms. Humphrey will make any necessary changes to language and format to ensure the matrix aligns with the Library Board’s governance requirements

Following Ms. Humphrey’s revisions, the matrix will be circulated to the Governance Committee, and then brought forward for endorsement by the Board at the March 30 Board meeting.

Ms. Gray excused herself from the meeting at this point.

	Action Item	Timeline	Responsibility
1	Revise skills matrix and circulate to Governance Committee		Ellen
2	Bring revised skills matrix forward to the Board for endorsement	March 30 Board meeting	Shereen

#### **IV. Board Handbook: Review of Contents**

Ms. Samuels said that the Committee had divided up the work of reviewing the previous Board Procedure Bylaw to assess whether leftover items not included in the new Bylaw need to be included in the Board Handbook (previously called the Orientation Binder), which is a compilation of Library information and general practices that is useful for Board Members. Some Committee Members have now had an opportunity to consider their sections.

Ms. Hutchinson, Ms. Giles and Ms. Samuels reported on their sections, as follows:

##### **Do not include in Handbook:**

- Head office, seal, Board appointment, qualifications for Board Members
- Anything that was moved to the new Bylaw or that is covered in Robert’s Rules of Order
- Items referring to distribution of Agenda and supplementary Agenda
- Any reference to work by Administration instead of the Board
- How to start a meeting without quorum
- Conflict of interest section
- Anything that does not resonate with how the Board presently conducts business, such as Enquiries

**Include in Handbook:**

- Mandates for Board and Committees
- Information about the role of Committee Chairs (The role of the Board Chair is covered in the new Bylaw to describe recourse in the absence of the Board Chair.)
- A summary of procedures on conducting meetings
- Agenda outline, and normal order and alteration of business, grouped with information on chairing a meeting
- Change wording to be less prescriptive (use “should include” instead of “this shall”).
- A sentence informing Members that Robert’s Rules of Order is the Board’s protocol should any procedure questions arise
- Information on amendments or enforcement

Ms. Lalani-Shariff and Ms. Gray will review their assigned sections of the old Bylaw and communicate to the Committee by email with their recommendations. The next step would be to review the remaining contents of the Board Handbook.

	Action Item	Timeline	Responsibility
1	Revise skills matrix and circulate to Governance Committee		Ellen
2	Bring revised skills matrix forward to the Board for endorsement	March 30 Board meeting	Shereen
3	Review assigned sections of old Bylaw and communicate recommendations by email		Temina Judy
4	Review remaining contents of Board Handbook	A future Governance Committee agenda	Shereen

**V. Workplan Review**

The Committee updated the workplan and noted the following new action item.

	Action Item	Timeline	Responsibility
1	Results of the last Board survey will be brought back to the Governance Committee to evaluate the questions and structure for the next survey	April Governance Committee agenda	Shereen

**VI. In-Camera Item**

The Committee moved in-camera at 6:25 pm.

Shereen Samuels  
Chair, Governance Committee



Report to the  
Calgary Public Library Board  
February 24, 2016  
**Report of the Strategy and Community Committee Meeting  
February 8, 2016**

**In Attendance:**

<b>Board</b>	Ms. Catherine Angus, Ms. Judy Gray, Ms. Shereen Samuels, Ms. Temina Lalani-Shariff, Ms. Janet Hutchinson, Ms. Debra Giles
<b>Administration</b>	Mr. Bill Ptacek, CEO; Ms. Sarah Meilleur, Director, Service Design; Mr. Mark Asberg, Director, Service Delivery; Ms. Ellen Humphrey, Deputy CEO; Mr. Paul Lane, Director, Strategic Services; Ms. Lori Chmara, Business Analyst; Ms. Cathy Freer-Leszczynski, Director, Partnership Development

**I. Business Arising and Review of Action Items**

There was no business arising and all prior action items have been completed.

**II. Update on Strategic Scorecard Q4 2015**

**Highlights of Lori's Report and the Committee's Discussion**

- The Strategic Scorecard is color coded to correspond to the Strategy Map. When viewing the Scorecard it is helpful to collapse all the layers, allowing for a clearer view of its overall structure, the relationship to the three strategies of the Strategic Plan, and how to begin navigating through its various layers. Each of the layers is defined in the Scorecard itself. From broadest to most granular, the Scorecard's layers are:
  - Strategies, as expressed in the 2015-18 Strategic Plan
  - Broad Aims
  - Headline Measures
  - Objectives
  - Performance Measures
- Lori reported on *Direction #3: Focus on Services that Make a Difference*, showing the scorecard's relation to the Strategy Map, and this area's two objectives: *Design and deliver programs and services to improve the literacy levels of Calgarians* and *Design and deliver programs and services to improve the lives of priority populations*. Under the first objective, one performance measure is *Programs targeted at priority literacies*, which shows a 21% increase. Under the second objective, one performance measure is *Programs aimed at identified populations*, which shows a 26% increase.
- Shereen asked if it was the case that performance measures were designed such that an increase always indicated progress towards the strategy. Lori confirmed that this is generally the case, but that certain measures are not expected to increase, even if it is desirable that they do so. Two performance measures where the targets are showing a decline are *Physical resource checkouts* and *Library interactions with patrons*. These declines are a result of the continuing trend of less usage of the Library's physical

resources, which negatively impacts the performance measure *Library interactions with patrons* in particular because physical resource checkouts are one element of that overall measure.

- The Scorecard reflects strategic, not operational, monitoring. As such, each performance measure is evaluated against a baseline to demonstrate how performance is changing from the beginning to the end of the Strategic Plan period. The Scorecard does not show comparisons to corresponding timeframes from the previous year.
- Temina was pleased with the growth of volunteer hours and wondered if it was possible to measure the quality of interactions. It was noted that the kind of evaluation that would measure the quality of such experiences is more aligned with the impact evaluation the Library is also undertaking, separately from the Strategic Scorecard.
- Bill reviewed the various the reporting mechanisms that the Library is currently using and that reflect different types of evaluation work:
  - The Strategic Scorecard demonstrates how the Library is making progress towards Strategic Plan goals.
  - The Library's impact evaluation work assesses the quality of patron experiences and how the Library changes lives.
  - The Monthly Overview in the Board Agenda packet provides operational measures, comparing monthly counts of such activities as circulation, holds, programs and outreach, with comparisons to the previous year.
  - The CEO Evaluation provides measures of the CEO's success in advancing the Library's strategic objectives.
  - The Library's report to the Provincial Library Services Branch summarizes system activity for comparison with other Library systems.
- Shereen led the Committee in commending the thoughtful and highly granular work that has gone into the scorecard project.
- Catherine encouraged the Committee to continue interacting with the Scorecard interface. Beyond the original intent for quarterly oversight snapshots, the system reveals a wealth of information that is useful for the Board.
- Debra noted that the headline measures should come to the Board for discussion. Temina agreed, adding that the numbers are most valuable with an accompanying analysis to highlight the risk and background that Administration wishes to bring to the Board's attention.
- In order to provide more value to the Board beyond orientation to the structure and in order to dive deeper into parts of the Scorecard of particular interest to the Committee, Catherine asked that the next Scorecard update be brought forward in advance for discussion with Catherine and Judy, as well as to anyone else who may wish to participate.

Action items arising		Person Responsible	Deadline
1.	Committee to continue interacting with the Strategic Scorecard interface and Strategy Map to increase familiarity	S&C Cmte members	Ongoing
2.	Quarterly Reports to S&C to include an overall assessment of 'Progress against the Strategic Plan' providing a written summary/synopsis of the overall progress in each of the three Strategic Sections.	Paul L	Quarterly
3.	Content of the Quarterly Review presentation and approach to be reviewed with S&C Chair prior to distributing the pre-read for the committee meeting	Paul L, Mark Asberg	Before next update

### III. Follow-up from the Board Retreat

#### Highlights of the Committee's Discussion

- There was strong feedback in the survey results on such topics as the venue and timing, among other aspects of the retreat, which will be helpful in planning future events.
- The Committee acknowledged the suggestion regarding recommendations for the 2017 Retreat, which is for a midterm evaluation of the 2015-2018 Strategic Plan to do some early preparation for the next plan.
- Shereen proposed that a key learning from the retreat is that Board advocacy requires leadership and direction from Administration. Janet added that the Board's role is to ensure that the Library is an organization worth talking about and that the Board accomplishes this by empowering staff to achieve the Library's strategic goals and, in turn, looking to staff for guidance on how the Board can support that work.
- Janet emphasized that not all Board members need or should act as advocates in the same way or to the same extent, and it is important to deliver the right message at the right time and place.
- Bill stated that Board advocacy is even more about representing the community to the Library versus representing the Library to the community. The Committee noted that this concept gives a refreshing and valuable insight to guide the Board's efforts.
- Shereen noted that social media can be a powerful message-multiplier and that this might be an effective way for some Board members to act as advocates for the Library. Temina noted she would find it valuable to have the Library's top issues identified for the purpose of enlisting the support of Board members who may be well positioned to help in specific areas.
- The discussion concluded by identifying areas of concrete and impactful activities Board members might pursue as advocates for the Library. Bill summarized the actions and they will be included in a report in the February Board agenda.

Action items arising		Person Responsible	Deadline
1.	Summarize recommendations for advocacy actions for Board Members	Bill and Mark	For February Board Agenda

Catherine Angus  
Chair, Strategy and Community Committee

Report to the  
Calgary Public Library Board  
February 24, 2016  
**Recommendations for Board Advocacy**

## **I. PURPOSE**

The purpose of this report is to outline recommendations for Board advocacy as a set of next steps following the work at the Board's retreat focused on community relationships and advocacy.

## **II. BACKGROUND**

In preparation for the Strategy and Community Committee's planned follow-up on the Board retreat, Library Administration met to identify, review and frame the most resonant outcomes of the retreat. This work combined with ensuing discussion of the Strategy and Community committee to bring forth key principles through which the diverse and rich recommendations about board advocacy that began to be identified at the retreat might gain greater clarity and purpose. These key principles put forward that:

- Board advocacy is focused on representing the community to the Library, whereas Administration's role is about representing the Library to the community.
- The Board has a role to play in advocacy and Board members share an interest in identifying concrete and impactful activities that they can concertedly pursue as advocates.
- Not all Board members need or should act as advocates in the same way or to the same extent.

A shared understanding of and commitment to these principles supported the committee in developing and agreeing upon a list of aligned and concrete action items for Board advocacy.

## **III. 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

	<b>Actions for Board Members</b>	<b>Notes</b>
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

#### **IV. RECOMMENDATION**

That the Calgary Public Library Board receive the report, *Recommendations for Board Advocacy*, for information.

Mark Asberg  
Director, Service Delivery

Report to the  
Calgary Public Library Board  
February 24, 2016  
**Key Messages**

**1. Media Coverage**

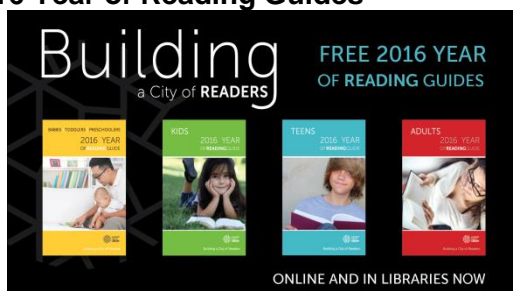
**Calgary police target drug-dealing at downtown library, Olympic plaza, and other public spots**

 **SHAWN LOGAN**  
More from Shawn Logan

Published on: February 8, 2016 | Last Updated: February 8, 2016 5:01 PM MST

- Calgary's Central Library is an integral part of Calgary's downtown.
- Like all of our 18 community libraries, it is designed to offer a safe community place that provides Library services for all Calgarians within a respectful environment where lawful, civil behaviour is expected.
- The Library and our 500,000+ patrons value that free and open approach and appreciate the Calgary Police Service's commitment to the ongoing safety and security of our public spaces.
- The Library will continue to work closely with Calgary Police Service.

**2. 2016 Year of Reading Guides**

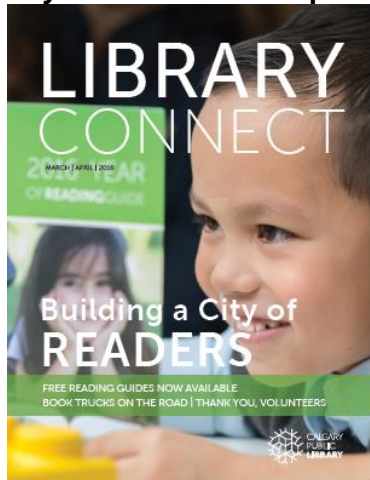


- Guides were launched at City Hall on Jan 27 during National Family Literacy Day, coinciding with the Read for 15 Challenge.
- This is the first offering of the Guides. Given the success to date, we anticipate that new versions will be published annually.
- Available online and at all community libraries

**3. Freedom to Read Week: February 21-27**

- Annual event encourages Canadians to think about and reaffirm their commitment to intellectual freedom, which is guaranteed them under the Charter of Rights and Freedoms.
- Bill to present the award-winning book *Saga* to Mayor Nenshi and City Council on Feb.22. Calgary illustrator Fiona Staples to be on hand. (*Saga* is on the American Library Association's Frequently Challenged Books list)
- "uncensored" After Hours event on Friday, Feb. 26 at Central Library from 6-8 p.m. for teens (all welcome).

**4. Library Connect March-April 2016**



- Bi-monthly Library magazine highlighting programs, events, services, partner & volunteer features, and special Reader center spread
- Staff use it as one of our prime communications tools to connect with patrons, showing them how the Library is relevant to the lives of the people we serve, and helping them to make their sure their experience of the Library is terrific

**5. No More Excuses Homework Helps Postcard for Calgary Board of Education**



- Handout distributed to all CBE students in grades 1-9 describing the many FREE homework help options offered by Calgary Public Library

**6. The Book Truck Launch**

- To take place at Alex Munro on either March 8 or 10
- The Book Trucks are supporting those communities that may not yet have a community library, as well as those groups that may not have easy access to books.

**7. Westbrook Library Grand Opening**

- To take place on the morning of April 23
- The ceremony will honour the history of Shaganappi Library and celebrate the new space that will feature collections for this one-of-a-kind commuter/community library

Katherine Cormack  
Senior Manager, Marketing and Communications