

**Calgary Public Library
Board Meeting**

Wednesday, January 27, 2016

5:30 PM



**2nd Floor Boardroom
Central Library**

Agenda

- I. **Chair's Opening Remarks**
- II. **Review of Agenda**
- III. **Consent Agenda**
 - A. Minutes of the November 25, 2015 Board Meeting ...2
 - B. Chair's Report ...10
- IV. **Business Arising**
 - A. Business Arising from the Minutes
 - B. Strategic Scorecard Update ...verbal
- Ms. Lori Chmara, Business Analyst Information
- V. **Chief Executive Officer's Report** ...12
- Mr. Bill Ptacek, CEO Information
 - A. Developments on the Summer Learning Project ...verbal
- Ms. Sarah Meilleur, Manager, Service Planning Information
- VI. **Audit & Finance Committee**
 - A. Report of the January 21, 2016 Meeting ...verbal
- Ms. Debra Giles, Committee Chair Information
 - B. 2016 Operating Budget ...22
- Ms. Debra Giles, Committee Chair Decision
 - C. Risk Register ...28
- Ms. Debra Giles, Committee Chair Information

VII. **Financial Matters**

- A. Controller's Report for the period ended December 31, 2015 ...34
- *Ms. Elrose Klause, Controller* *Information*

VIII. **Governance Committee**

- A. Report of the December 2, 2015 Meeting ...48
- *Ms. Shereen Samuels, Committee Chair* *Information*
- B. Board Self-Evaluation Survey: Summary of Results ...52
- *Ms. Shereen Samuels, Committee Chair* *Information*

IX. **Strategy & Community Committee**

- A. Report of the December 14, 2015 Meeting ...60
- *Ms. Judy Gray* *Information*
- B. Board Retreat Review ...verbal
- *Ms. Judy Gray* *Information*

X. **Other Business**

- A. Board Attendance at ALC ...verbal
- *Ms. Janet Hutchinson, Chair* *Decision*
- B. The Ongoing Evolution of the Library's Suite of Programs ...64
- *Ms. Sarah Meilleur, Manager, Service Planning* *Information*
- *and Mr. Mark Asberg, Director, Service Delivery*

XI. **Adjournment**

Minutes
Calgary Public Library Board Meeting
2nd Floor Boardroom, Central Library
Wednesday, November 25, 2015
5:34 pm

In Attendance:

Board

Ms. Janet Hutchinson, Chair
Councillor Druh Farrell
Ms. Catherine Angus
Ms. Debra Giles
Ms. Judy Gray
Mr. Rob Macaulay
Ms. Shereen Samuels

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. Heather Robertson, Director, Service Design

Regrets

Mr. Avnish Mehta
Ms. Temina Lalani-Shariff
Councillor Evan Woolley

Guest

Ms. Diana Davidson, Director, Public Library Services,
Alberta Municipal Affairs

I. Tour of Book Truck

Board Members toured the Library's new Book Truck in the loading dock before the start of the meeting

II. Chair's Opening Remarks

Ms. Hutchinson welcomed everyone to the first meeting of the new Board year. She introduced the Board's guest, Ms. Diana Davidson, Director, Public Library Services, Alberta Municipal Affairs. She also welcomed Ms. Terrill Budd and Ms. Elsa Watson of CUPE Local 1169.

III. Review of Agenda

Due to the possibility of losing quorum, the Agenda was reordered so that any necessary voting could be done earlier in the meeting.

IV. Consent Agenda

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

- A. Minutes of the October 28, 2015 Board Meeting
- B. Minutes of the October 28, 2015 Board Organizational Meeting
- C. Chair's Report
- D. Correspondence

Ms. Hutchinson congratulated Mr. Asberg on the Aspen HOPE Agency Collaboration Award that was presented to Village Square Library staff in recognition of the relationship that has been built, under Mr. Asberg's direction, to promote creativity and lifelong learning for people with disabilities.

V. Business Arising

A. Business Arising from the Minutes

The Board had requested a list of questions to ask when visiting community library managers, as a guide to creating strategic connections. For the Board's convenience, the questions are shown below, and will be emailed and posted on the portal.

Questions for Board Members to pose to Library Managers:

- What events or activities can I, as a Board member, participate in at my library that would help strengthen the Library's role in the community?
- Can you provide some stories or experiences at my library that will demonstrate the Library's strategic direction?
- Are there any connections to community leaders, organizations or events in which it would be helpful to have Board member involvement?

Follow up for individual reflection or Board discussion:

- Given what I've learned about current or planned services, programs and operations at community libraries, what discussions at the Board level resonate more than they did before or in different ways?
- How has a greater familiarity with ground level services, programs and operations informed my thinking on questions confronting and information provided to the Board?
- Are there areas or topics on which the Board could be better informed by ELT?

VI. Audit & Finance Committee

A. Report of the November 9, 2015 Meeting

- Ms. Debra Giles, Committee Chair

Ms. Giles reported on the meeting and said the Risk Register would be reviewed later in tonight's meeting.

VII. Financial Matters

A. Financial Snapshot for the Month Ended October 31, 2015

- Ms. Elrose Klause, Controller

Ms. Klause reported that all accounts are tracking as expected at this time.

MOVED by Ms. Giles, seconded by Ms. Samuels, that the Calgary Public Library Board receive the *Financial Snapshot for the Month Ended October 31, 2015*, for information.

Carried Unanimously

Ms. Angus joined the meeting during the discussion of the above item.

VIII. Governance Committee

A. Report of the November 3, 2015 Meeting
- Ms. Shereen Samuels, Committee Chair

Ms. Samuels thanked the Board for the timely completion of the self-assessment surveys, and outlined the Committee's workplan for the year.

The Board discussed the workplan item *Process for handling conflict*. Ms. Samuels said the intention is to develop an articulated guide to manage Board conflict, including support for the healthy conflict that generates growth, understanding and engagement.

MOVED by Ms. Gray, seconded by Ms. Giles, that the Calgary Public Library Board receive the *Report of the Governance Committee, November 3, 2015*, for information.

Carried Unanimously

IX. Services & Facilities Committee (renamed Strategy & Community Committee effective November 25, 2015)

A. Report of the November 10, 2015 Meeting
- Ms. Catherine Angus, Committee Chair

Ms. Angus reported that the Committee discussed the mandate, the workplan and a name change. Ms. Samuels added that the new name is more evocative of the major elements of the Committee's work.

The Committee discussed plans for the January 15-16 Board Retreat, including speakers, desired outcomes and facilitation. The Retreat will explore the Board's role in cultivating community relationships, in alignment with The City's community support priorities. The agenda and pre-read materials will be sent to the Board in advance.

MOVED by Mr. Macaulay, seconded by Ms. Angus, that the Calgary Public Library Board receive the *Report of the Services & Facilities Committee, November 10, 2015*, for information.

Carried Unanimously

B. Review of Committee Mandate
- Ms. Catherine Angus, Committee Chair

Ms. Angus distributed the draft Strategy & Community Committee mandate, explaining that responsibilities encompass services, facilities (including oversight of the NCL project), and ensuring the Library's fulfillment of its role in community building and place-making. The Board discussed the planning and design term "place-making", which refers to the principle of creating quality public spaces that represent the heart of a community, contributing to people's, happiness, inspiration, and well-being.

MOVED by Ms. Samuels, seconded by Ms. Angus, that the Calgary Public Library Board:

- a. Approve that the Services & Facilities Committee be renamed the Strategy & Community Committee.
- b. Receive the Strategy & Community Committee Mandate, revised November 25, 2015, for information.

Carried Unanimously

X. Calgary Public Library Foundation Board Update

A. Appointment of Foundation Board Representatives

- Ms. Janet Hutchinson, Chair

Ms. Hutchinson said that Foundation Board Chair Pat Moore had requested continuity of the Library Board representatives, if possible, during the present time of considerable change on the Foundation Board.

MOVED by Ms. Gray, seconded by Ms. Giles, that the Calgary Public Library Board appoint Mr. Macaulay as the first Library Board Representative on the Calgary Public Library Foundation Board.

Carried Unanimously

MOVED by Councillor Farrell, seconded by Ms. Angus, that the Calgary Public Library Board appoint Ms. Hutchinson as the second Library Board Representative on the Calgary Public Library Foundation Board.

Carried Unanimously

Mr. Macaulay said that it is important for the Library Board Chair and CEO to serve on the Foundation Board. He asked the Board to communicate any concerns related to the Foundation to him before the next Foundation Board meeting on February 16.

B. Update on Foundation Board Meetings

- Mr. Rob Macaulay, Board Representative

Mr. Macaulay said that two vacancies on the Foundation Board have been filled by Mr. Marshall Abbott and Mr. Barry McNamara. Mr. Macaulay confirmed that the Foundation will have its liability insurance in place by January. He reminded the Library Board about the training on campaign advocacy to be provided to both Boards by Vincent Duckworth on February 10 and 11, 2016.

Mr. McIntyre Royston reported good news from Add In: The Campaign for Calgary's Library, including a milestone of \$19 million raised and 9,450 confirmed donors. The Bob Edwards Gala netted over \$300,000. The direct mail campaign in support of Library Month at your Daycare received more than expected, an exceptional result in a summer of tough economic times. The Calgary Herald has given the Foundation \$27,000 in free space for Bob Edwards, an ad for librarystore.ca, and an article on the generous gift from Mike and Linda Shaikh for the New Central Library's Welcome Gallery.

The Board discussed the risk management involved in hosting special events with controversial speakers. As the Library fulfills its function as an open, democratic organization, some events

may stimulate controversy and each event carries a unique risk for consideration. The Board asked to be alerted if exceptional controversy is anticipated, with the Board Chair handling any related inquiries.

Councillor Farrell excused herself from the meeting during the above discussion.

XI. Public Library Services Branch Update

- Ms. Diana Davidson, Director, Public Library Services Branch

Ms. Davidson thanked the Board for inviting her to their meeting. She spoke positively about the Honorable Danielle Larivee, the new Minister of Municipal Affairs, and acknowledged the tragic passing of MLA Manmeet Bhullar, who was a sincere, strong champion for many worthy causes, including public library service in the province.

In the past year, the Public Library Services Branch was successful in securing extra funding for the 2015 operating grants for library boards across the province in the form of an increase in the per capita rate and an updated reflection of growing populations. As well, funding has been available for provincial licenses for library e-services such as Mango language learning, Press Reader, Zinio, and Hoopla. There is an ongoing need to provide services to New Canadians, including refugees, and a strong desire to improve services to First Nations public library users, which may require overcoming jurisdictional barriers. The Board expressed enthusiasm for providing services and resources that would benefit users in accordance with the Library's core business and strategic direction.

Ms. Davidson concluded by saying it is a proud and exciting time to be working in the library sector, with increased cooperation and partnerships at all levels. Ms. Hutchinson thanked her for the update and invited her to stay for the remainder of the meeting.

XII. Chief Executive Officer's Report

- Mr. Bill Ptacek, CEO

Mr. Ptacek highlighted the following items:

- As a result of the lower 2016 property tax increase, the Library will be participating with other Civic Partners and City departments to seek efficiencies without reducing services. The City is committed to the Library's capital budget and to increased operating support for new libraries. Unrestricted funds from fundraising are likely to be lower in 2016. Nevertheless, the Library hopes to continue expansion of open hours, outreach and support for strong collections.
- The Library has signed an agreement with Inclusion Alberta to identify positions for people with disabilities. The Library has also worked with The Ability Hub to provide volunteer positions for people with autism.

Mr. Macaulay requested that the Monthly Overview show the net total of Library members, and the net size of the collection with both subtractions and additions reflected. He commented that this set of statistics is very useful to understanding the business of the Library. He congratulated Mr. Asberg on the large increases in visits and outreach. He encouraged all Board Members to hand out library cards whenever possible and urge people to use the Library. Ms. Samuels was very pleased with the *#becauselibrary* campaign, which had a positive impact on this month's statistics.

Ms. Samuels commented that the accomplishment of reducing noise through acoustic treatments in the Fish Creek Library's early literacy space is commendable, given the architectural aspects of that library.

The Board congratulated Ms. Humphrey on receiving the well-deserved Pat Jobb Service Award from The Alberta Library for outstanding service and contributions to Alberta's library community.

A. Service Delivery Update

- Mr. Mark Asberg, Director, Service Delivery

Mr. Asberg reported on the operational part of the partnership agreement with the Calgary Board of Education. There are three priorities: getting the book truck to schools, providing learning opportunities in the schools' learning commons, and increasing students' use of the Library's digital resources for projects and homework. In order to provide seamless access, a system will be developed, with appropriate FOIP and IT safeguards, to allow students to use their student numbers, instead of library card barcodes, to access the Library's digital resources. The Board thanked Mr. Asberg for his work on developing the operational aspects of this exciting and valuable partnership.

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

XIII. Other Business

A. Report on Edmonton Public Library-Calgary Public Library Boards' Joint Meeting

- Ms. Janet Hutchinson, Chair

Ms. Hutchinson reported on the joint meeting on November 7. The EPL and CPL Boards discussed their participatory roles and synergies with the Alberta Library Trustees Association (ALTA). Other topics included the review of the Libraries Act, proposed revisions to the Municipal Government Act, SuperNet and bandwidth issues, the role of libraries in counter-acting students' "summer slide", and updates from both Boards and the Red Deer Public Library Board on recent initiatives. The EPL-CPL Partnership Agreement was formally signed at the meeting.

Follow-up meetings will include a meeting with the EPL and CPL Board Chairs and the ALTA President in January, and a meeting of the Board Chairs and ALTA Chair at the Alberta Library Conference (ALC) in late April. It is hoped that a meeting with the new Minister could be arranged during the winter. The EPL-CPL Boards' joint meeting was very productive and the Boards vowed to meet twice a year going forward, with the next meeting to take place at ALC.

XIV. Risk Register

- Ms. Debra Giles, Committee Chair

Ms. Giles introduced the topic, with individuals from Administration highlighting different categories. The Board will review the Risk Register quarterly and the Heat Map annually with the annual financial audit. The following highlights were among the discussion points:

- Recruitment time for directors and people with key skills is at a yellow (moderate) risk level due to the inherent length of recruitment time. The Board agreed that the appropriate response is to remain notified of ongoing vacancies and accept that this is an area of inherently heightened risk in alignment with the Library's efforts to find the best possible staff while mitigating the impact of vacancies as much as possible.
- Several relationships with partners in joint facilities lack a comprehensive written agreement. A model agreement is being developed for the Quarry Park Library and this may help provide a resolution at other locations. Examples of potential conflicts with facility partners include snow-clearing, mechanical or facility access issues, or a situation where the Library's program or service offerings duplicate those of another organization operating in the same building.
- The New Central Library project is covered by a robust risk register maintained by CMLC and MHPM. The project appears on the Library's risk register at two levels: Reputation during construction, which includes issues of time and budget, and transition in service, which is not applicable until the move to the new building.
- Security risks may vary periodically throughout the year.

Ms. Davidson commended the Board on developing this very useful risk register, which will serve the Board well into the future. Ms. Hutchinson thanked Ms. Giles for her significant work in developing and refining the risk register, and thanked the other Audit & Finance Committee Members, Ms. Klause, and the other Executive Leadership Team members for their considerable input and efforts.

XV. Adjournment

MOVED by Mr. Macaulay, seconded by Ms. Samuels, that the meeting be adjourned at 7:55 pm.

Carried Unanimously

Transcribed Barb Roberts

Ms. Janet Hutchinson
Chair

Mr. Bill Ptacek
Chief Executive Officer

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

Nov 28	Re-opening of Forest Lawn Library
Dec 2	Governance Committee Meeting
Dec 4	Winter Word Fair
Dec 10-11	ULC Board Meeting
Jan 8	Planning meeting for Board Retreat
Jan 13	Public Library Network Nodes Meeting in Edmonton
Jan 14	Meeting with Bill and Catherine re: Board agenda
Jan 15-16	Board Retreat
Jan 21	Audit & Finance Committee Meeting
Jan 22	Meeting with ALTA Board Chair & EPL Board Chair

Janet Hutchinson
Board Chair

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

GOVERNMENT RELATIONS

The City of Calgary has realigned its management. As of March 1st, Stuart Dalglish is moving into the role of General Manager for Planning & Development. Kurt Hanson from The City's Recreation department will replace Stuart as General Manager of Community Services. Kurt was Acting Director of Community Services & Protective Services in 2013. As for the Library's contact with The City, Lori Kerr will continue in her role as Manager of Partnership Management and report to Katie Black (who presented at our Board retreat and is The City's Director of Neighborhoods.)

City Council approved new guidelines for developers of new communities. The new development policy requires developers to fund all of the infrastructure needed to support new communities. Imbedded in this Council Action was a requirement for developers to pay \$5,971 per hectare for expanded library services. This will fully fund capital growth for libraries in new communities. The charges will also be adjusted based on the changes in the construction price index for Calgary. Developer charges (at a lesser amount) are already in place and they will support the development of a new Symons Valley Library.

With a significant upsurge in criminal activity around the Central Library in the last few months, an important meeting took place between the Library and law enforcement, including our district's Police Inspector and the heads of City Security, Bylaw and Transit Security. In that meeting, we were made aware of ongoing operations of the police in making our neighborhood safer. Following the meeting, immediate action was taken to bring more order to the exterior of Central Library through increased police presence and activity. A camera, with a feed directly to The City's Security Operations Control Centre, is being installed on the Library's exterior entrance and will be monitored 24/7 with other City cameras; this camera is expected to have some deterrent effect and will provide better evidence of illegal activities at the Library's front door. The problem crowd at the entrance of the library does and will ebb and flow, but improvement has been shown over the weeks since mid-December.

The Library has taken an active role in supporting the arrival of Syrian refugees to Calgary. Information forums delivered by CCIS at the Central Library have provided organizations and individual community members with information about how to sponsor Syrian refugees and how to participate in a city-wide initiative to address settlement and integration needs. The Library is contributing directly to a subcommittee for education providers (along with CBE, CCSD and the French school board, FrancoSud) and will be implementing a number of initiatives in library locations and in the community over the next few months, including a pilot of Mantra Lingua PENPals service with Arabic/English books at Village Square; the possibility of Arabic-English dual language storytimes; additional purchases of Arabic-English dictionaries and translation of the Library Services for Newcomers brochure into Arabic; and the establishment of a library in residence deposit collection at the Margaret Chisholm Resettlement Centre in Bridgeland for recently arrived refugees, made possible through the generous support of the RBC Foundation. The Margaret Chisholm Resettlement Centre houses up to 60 refugees at once for their first 19 days in Calgary. The newly purchased book collection will include adult and children's books in various languages that represent the refugee population: Arabic, Farsi, Somali, Burmese,

Tigrinya and Oromo. There will also be Canadian-themed books for all ages like “123 Canada” and “National Geographic Best of Canada”.

Calgary Public Library was also instrumental in working with CULC to organize a teleconference with over 20 different library systems to discuss how public libraries across the country can support Syrian refugees. As a follow-up to this meeting, a working group has been struck to explore the opportunity to develop shared resources and strategies.

The Public Library Services Branch of the Government of Alberta organized a meeting of all public library Directors and Board Chairs with the new Minister of Municipal Affairs, Danielle Larivee. She talked about her association with libraries and mentioned that her Chief of Staff came from working in a library. With the difficult economy, she did say that the provincial government was looking to maintain consistent funding. She was also hopeful that there would soon be movement on the province’s support and encouragement to make public library service available to First Nations patrons outside of current jurisdictions. The Minister also agreed to facilitate more interaction with the province’s Education and Human Services departments so that libraries could coordinate better with the schools and early childhood providers in our communities.

OPERATIONS

The 2015 satisfaction survey results for the Calgary Public Library just came in last week. Each year, the Calgary Public Library asks a sample of 502 Calgarians to provide their opinions about experiences, collections and Library staff. The overall experience by those polled was deemed highly satisfactory at 93%. This was up from 92% in 2014. Collections received an 81% excellent rating and Library staff got a 93%. Negatives in either category were less than 4%.

The attached monthly review includes the number of active members (up 2,000 in December) in addition to new members, which were up 88% over the previous year. Reflected under collections are the total number of items in the collection and items added in 2015. The decrease in physical items by 17% demonstrates a shift to digital holdings, the diminishment of the popularity of CDs, DVDs and paperback books and the consolidation of collections to allow for more space for patrons in all Calgary Public Library locations. The fact that holds are up by 28% over last year indicates that our catalogue and alternate methods of storage (the Library’s warehouse) are responding to patron interests. In year-end media coverage, we have highlighted the number of new card holders as well as the 1 million plus increase in visitors. Circulation was slightly down by 2% despite a 36% increase in the downloading of digital content. In 2015, the Calgary Public Library was in the top ten North American cities for use of the Overdrive eBook service. Calgary at 1.3 million downloads was again second in Canada to the 3 million plus downloads at the Toronto Public Library.

After an extensive renovation, the new Forest Lawn Library was unveiled on Saturday, November 28. Patrons now enter a more welcoming, reconfigured and refurbished space. The service desk has been revamped and is now at the center of it all and new lit shelving makes browsing for library materials easier and more enjoyable. There are more computers (including Chromebooks), study spaces and seats, and the children’s area has been enhanced with new displays. The teen area has been redesigned to better



Teens speaking at the
re-opening of Forest
Lawn Library

meet teen expectations. Two program rooms for quiet study, community connections, and library programs have been refreshed, and the parking lot has been resurfaced.

On the programming front, the MOOC pilot on Sustainability (from Coursera) wrapped up in December. The excitement from the initial panel discussion resulted in strong attendance numbers for the first meet-up session, but numbers decreased in sessions 2 and 3. To finish the series off, a Sustainability: Engage the Expert panel was held in partnership with The City of Calgary Office of Sustainability and over 150 people attended. Results from this pilot will inform future program design, particularly as we work to solidify a partnership with the University of Alberta to host MOOC courses on Gaming for Teens, Dinosaurs, and Mountains. The inaugural Winter Word Fest was a great celebration of all things bookish, with local literary luminaries including Jay Ingram, Fiona Staples, and Julie Van Rosendaal, staff reading experts and bookish vendors. An estimated 250 Calgarians came to the event. From decorations to booklists, the event was a collective effort that brought together staff in Service Design and Delivery, Collections, Marketing & Communications and the Foundation.



Winter Word Fair at Central Library

The Book Truck mobile library services launched last week. Initially, two sites in the far south of Calgary were visited. The second truck comes on-line later in January. Visits have been scheduled throughout the city including schools that serve students from growth areas that currently don't have schools or libraries.



The first children on the Book Truck

OTHER

Theatre Calgary launched their pop-up readings of *The Little Prince* at the Central Library on December 8th with Mayor Nenshi as the celebrity reader. Pop-up readings are taking place at eight community libraries in December and January, and are being presented in 3 different languages with community celebrities as diverse as Jean Grand-Maitre (Artistic Director, Alberta Ballet) and Brian Burke (President, Calgary Flames).



Mayor Nenshi reading
The Little Prince

Despite the bad economy, there have been some good financial developments for the Calgary Public Library. The Digital Literacy in the Community program was funded at 100% of our 2016 application. The program will receive almost \$50,000 to support delivery of community-based technology programming throughout 2016. The Foundation raised \$7.3 million in cash and pledges. It is now at \$19.9 million of its \$75 million total goal. By the end of the year, the Foundation had almost 10,000 donors to the campaign. Also, there was a significant increase in the donation of stocks, which may have been spurred by the Brett Wilson conditional pledge.

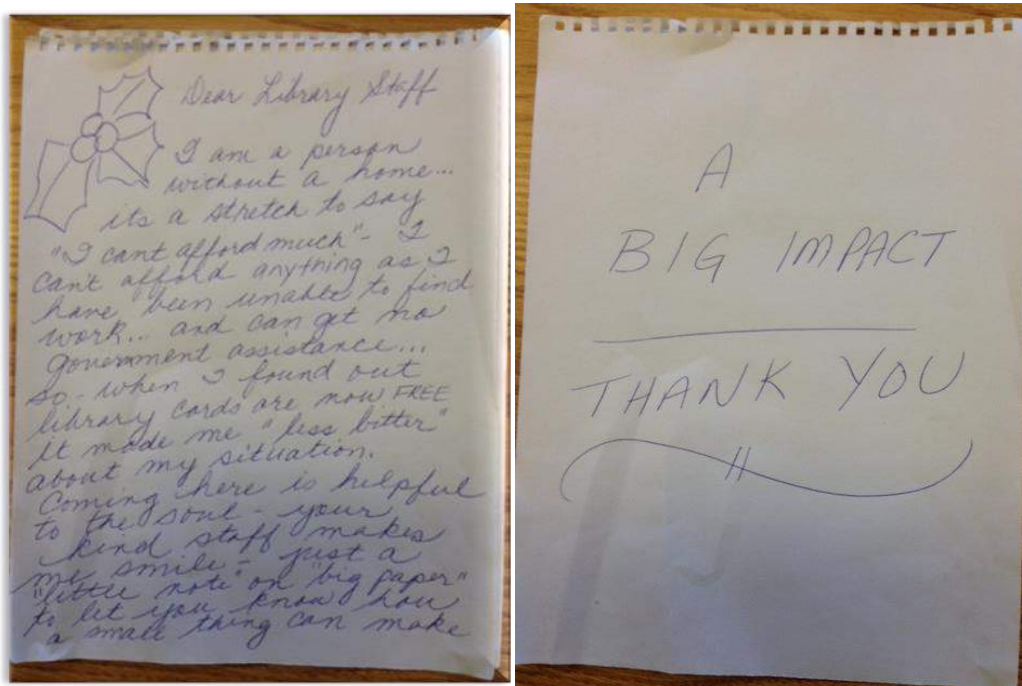
The New Central Library won an Award of Merit at the Canadian Architect Awards on December 2. *Canadian Architect* honours architects and architectural graduates for buildings in the design stage. One of only two national award programs devoted exclusively to architecture, the awards have recognized significant building projects in Canada on an annual basis since 1968.

MISSION MOMENTS

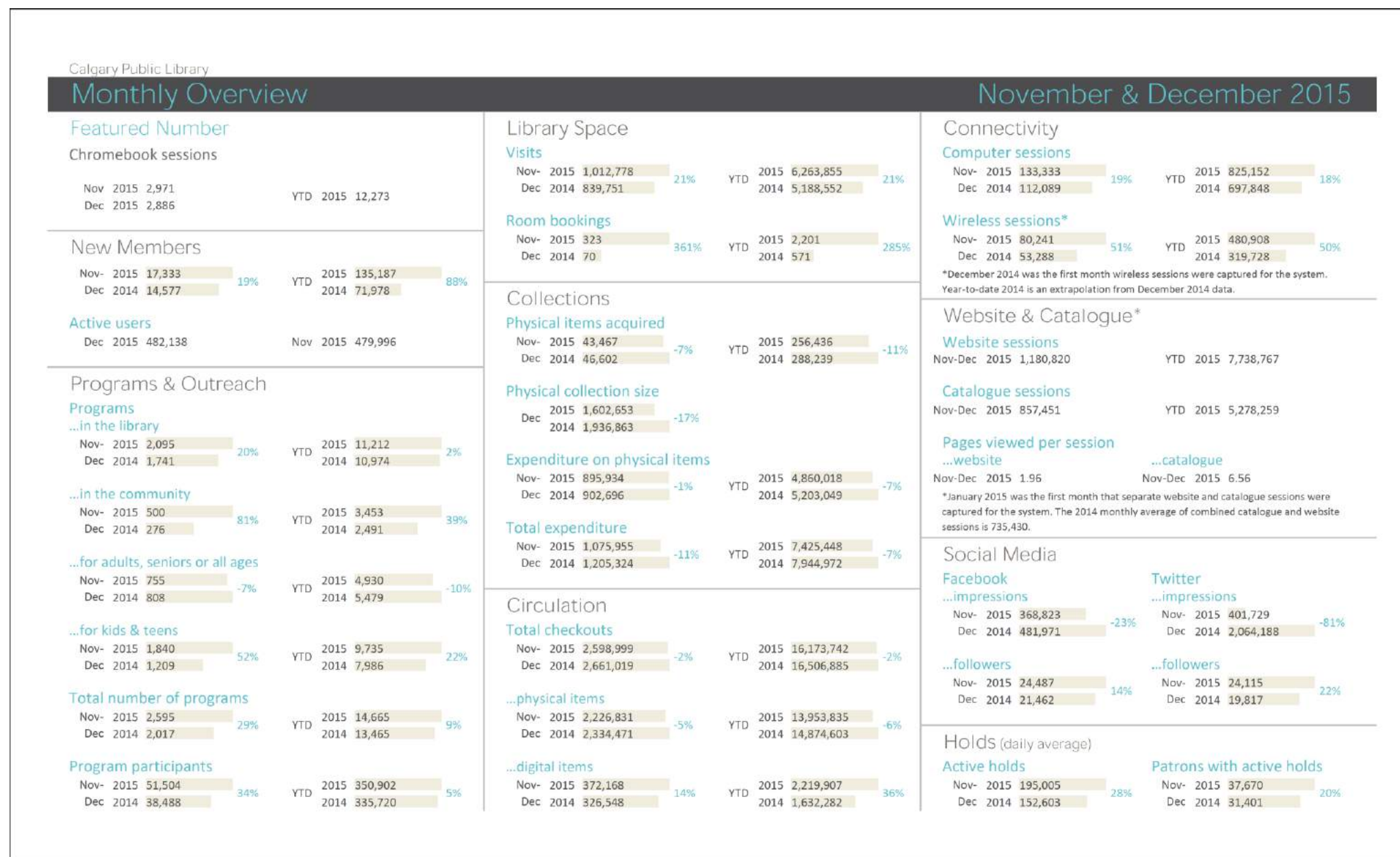
Anonymous note from a patron (see picture on next page): *Dear Library Staff, I am a person without a home...it's a stretch to say "I can't afford much" – I can't afford anything as I have been unable to find work...and can get no government assistance...so when I found out library cards are now FREE it made me "less bitter" about my situation. Coming here is helpful to the soul – your kind staff makes me smile – just a "little note" on "big paper" to let you know how a small thing can make A BIG IMPACT – THANK YOU*

One afternoon, Jennifer Martyn was interacting with patrons in Fish Creek's early literacy play area when a home-schooled regular patron (a girl in grade three) asked her for one of the books that she had heard the police officer read at Fish Creek's recent "pop-up cop storytime." After Jennifer found and gave her the book, the girl took it into the play area, sat down on one of the long green snakes, and gathered six smaller children around her. She then proceeded to read the story, handling the book in the way a library storyteller would. After she finished, another homeschooler of about the same age switched places with her and read the same book to the group.

Bill Ptacek
CEO



Anonymous note from a patron at Central Library



Monthly Overview of Community Libraries November & December 2015

	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	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
Alexander Calhoun	411	283	31,181	31,835	68,267	70,413	2,524	3,199	N/A	2,397	491	537	59	111	1	27
Bowness	235	608	14,864	14,079	26,192	27,808	2,335	2,360	N/A	681	154	172	74	69	9	7
Central	2,816	3,492	119,541	193,804	118,116	115,411	32,707	37,377	N/A	13,823	726	873	250	246	75	47
Country Hills	1,015	1,118	54,480	67,708	112,436	114,797	4,630	5,918	N/A	5,949	571	658	72	114	4	22
Crowfoot	1,307	1,582	70,003	81,004	192,791	197,273	6,087	7,947	N/A	8,817	1,050	1,281	136	186	4	20
Fish Creek	1,186	1,486	50,277	73,641	143,305	153,219	5,597	7,434	N/A	6,492	926	1,048	149	180	15	38
Forest Lawn	612	688	37,903	25,732	56,886	35,963	6,878	5,343	N/A	2,131	229	213	90	48	34	101
Glenmore Square	263	301	14,401	15,695	24,958	25,817	2,287	2,947	N/A	1,110	156	173	48	49	10	12
Judith Umbach	576	564	32,653	48,480	69,695	75,605	4,890	5,651	N/A	3,386	428	497	79	107	9	35
Louise Riley	590	676	48,757	56,005	92,026	95,452	4,570	5,495	N/A	4,074	695	801	73	113	12	24
Memorial Park	255	279	16,087	15,706	23,578	23,382	2,293	3,047	N/A	1,382	236	277	23	29	3	9
Nose Hill	619	730	59,151	59,071	128,241	121,587	4,918	5,782	N/A	4,209	736	823	93	127	5	7
Saddletowne	986	1,284	64,133	80,679	66,116	63,313	8,845	10,989	N/A	6,290	188	209	80	110	11	17
Shaganappi	243	216	15,323	15,366	28,915	28,439	2,514	2,858	N/A	1,282	208	251	56	38	2	19
Shawnessy	1,259	1,387	78,000	84,443	149,919	150,538	6,752	7,997	N/A	7,817	936	1,078	138	166	22	30
Signal Hill	945	1,096	59,129	66,526	144,658	147,105	5,210	6,142	N/A	3,855	885	997	109	164	9	5
Southwood	418	484	29,016	29,594	66,301	65,941	2,205	3,141	N/A	1,618	479	572	90	107	0	12
Village Square	799	1,018	44,852	67,492	66,217	77,907	6,847	9,706	N/A	4,928	279	321	122	131	51	68

Report to the
Calgary Public Library Board
January 27, 2016
2016 Operating Budget

I. PURPOSE

This report to the Calgary Public Library Board is to review the recommended operating budget for 2016.

II. BACKGROUND and PREVIOUS DIRECTION

The operating budget for 2016 continues to address strategies identified in the Strategic Plan for 2015 – 2018 and to meet The City's directions on the Action Plan 2015 -2018.

The Calgary Public Library annually prepares an operating budget for review and approval by the Calgary Public Library Board. Historically the budget was presented for Board approval in September of each year. This changed significantly with the adoption by the City of Calgary of multiple year budget cycles.

A budget was prepared in 2014 for the 2015 – 2018 budget cycle, which was approved by the Calgary Public Library Board on June 24, 2014. Significant adjustments, relating only to the 2015 budget, were brought to the Board for approval in January of 2015 and again in April 2015. The 2016 budget being presented in this report is to guide the Library in managing revenue and expenses during the current year.

Since the creation of an Audit and Finance Committee the review is performed by the committee and a recommendation is presented to the Board by the committee.

2016 is the second year of The City of Calgary's 2015 – 2018 year budget cycle. The Library's 2016 budget did not require a submission to the City, so initially a 2016 budget based on current information was planned for presentation to the Audit and Finance Committee in October 2015. However, prior to that meeting date, the City advised that there would be a change to Council's previously approved funding levels for years starting in 2016. A letter confirming the City's 2016-2018 Base Operating Grant (Attachment 1) provides the new funding for the years 2016 -2018.

The 2016 budget is presented in Attachment 2. Highlights of the proposed budget follow.

The City of Calgary will continue to be the Library's largest source of revenue during 2016. Their funding to the Library has increased by 2.5% from 2015. The only conditional funding in the full amounts is an annual contribution of \$225 thousand to augment Asset Management funding within the Replacement Reserve. The Calgary Public Library is expected to cover any inflationary or contractual expenses (including salary increases) with the annual increase or through other sources of funding.

Other funding changes are incorporated into the 2016 budget as presented. Provincial revenue has been kept at 2016 levels. Other revenue items have been based on 2015 actual experience to create estimates for 2016. The Foundation has prepared a listing of funds that it can grant the Library in 2016. As additional donors present themselves in 2016 revenue (and

matching expense) adjustments will be brought forward on a quarterly basis with a request for Board approval to amend this original 2016 budget.

2016 expenses have been carefully examined and updated to reflect the funds available, and the strategic plan priorities of the Library, including the increase to the hours the Library will be open to Library patrons. All contractual and inflationary increases have been included and estimates carefully updated. Salaries continue to be the primary expense. Other expenses have been carefully monitored.

Other

Capital funding is not addressed in this report. The Board approved a four year plan in January of 2015, which is still guiding the capital work of the Library. A financial update is part of the Preliminary Year End Financial Review.

III. IMPLICATIONS FOR CPL'S STRATEGIC PLAN and BUDGET & RISK ASSESSMENT

The budget is created to address CPL's strategic plan. Approval is required to ensure the Board is fully informed of and approves the operating budget plan for 2016.

Risk is present in all budget documents due to the many estimates present in budget preparation. However, commitments and contracts provide significant assurance that the budget is an accurate road map, and variances can be readily dealt with.

Other risk is present because of the funding commitment made by the Calgary Public Library Foundation to fund part of the operating budget. The donation, grants and sponsorship revenue line is based on amounts the Foundation is confident it can deliver from known and dedicated commitments by donors and from our contract with Immigration Canada. Any additional funding will not be added into the budget until funds can be considered secure, and will be brought forward quarterly as budget adjustments.

IV. CONCLUSION

In line with budget information provided by The City, and the changes that respond directly to the Strategies in the 2015-2018 Strategic Plan, the Calgary Public Library is presenting a 2016 operating budget as summarized in Attachment 2. The budget is balanced.

VI. RECOMMENDATION

That the Calgary Public Library Board approve the 2016 Operating Budget as presented in Attachment 2.

Elrose J Klause, CMA
Controller & Director, Financial Services

ATTACHMENTS

1. 2016 Budget Adjustments – Calgary Public Library 2016–2018 Operating Grant (Updated)
2. 2016 Operating Budget



January 4, 2016

Mr. Bill Ptacek, CEO
Calgary Public Library
616 Macleod Trail S.E., Mail Code # 18
Calgary, AB T2G 2M2

Dear Mr. ^{Bill}Ptacek:

Re: 2016 Budget Adjustments - Calgary Public Library 2016 -2018 Operating Grant (Updated)

To confirm our previous discussions with respect to The City's business planning cycle annual adjustment process which took place on September 28, 2015. Council approved a 1.2% reduction in the tax rate. As a result, City budgets were reduced by this amount, which included a 1.2% (\$484,000) reduction in the operating grant to the Calgary Public Library.

The table below confirms The City's 2016-2018 Base Operating Grant to your organization as a result of the adjustment:

Operating Grant*	2016	2017	2018
Total	\$44,388,883	\$47,233,447	\$54,434,720

We will be in touch in the new year about the mid-cycle adjustment process for Action Plan that is anticipated for Fall 2016.

If you have any questions or concerns, please feel free to contact me.

Regards,

Lori Kerr
Manager, Partnership Management
Calgary Neighbourhoods, CS&PS

cc: Katie Black, Director, Calgary Neighbourhoods, CS&PS
Stuart Dalglish, General Manager, CS&PS
Sheila MacFayden, Finance Manager, CS&PS

2016 Operating Budget

		2015		2016		
		Projected Actual	Budget	Changes from 2015 Budget	Budget	
Revenues						
City of Calgary Base	43,285,000	43,285,000	1,104,000	44,389,000	2.5% funding increase	
Province of Alberta	6,741,000	6,633,000	0	6,633,000	No change	
Fines	1,269,000	1,828,000	(590,000)	1,238,000	Reflect 2015 experience	
Investment and other revenue	457,000	426,000	26,000	452,000	Reflect 2015 experience	
Donations, grants, and sponsorships	1,323,000	1,200,000	375,000	1,575,000	1 Foundation and Federal Government funding as indicated in note 1	
Total revenues	53,075,000	53,372,000	915,000	54,287,000		
Expenditures						
Salaries and employee benefits	34,605,000	34,657,000	1,305,000	35,962,000	2 All estimates at known 2016 salary and benefit rates	
Collections	7,431,000	7,308,000	0	7,308,000	2 No change	
General operating	6,454,000	6,184,000	626,000	6,810,000	2 Inflationary and contractual changes	
Building and equipment	2,982,000	2,857,000	640,000	3,497,000	2 Inflationary and contractual changes	
Occupancy costs	809,000	948,000	27,000	975,000	Inflationary and change of location	
Total expenditures	52,280,000	51,954,000	2,598,000	54,552,000		
Revenues in excess (less than) expenditures before debentures and contributions	795,000	1,419,000	(1,683,000)	(264,000)		
Contributions to reserves	(1,000,000)	(1,000,000)	775,000	(225,000)	Reduced to only include Asset Management allocation	
Contributions from balance of SPF reserves	209,000	0	489,000	489,000	Final balance of Special Purpose Reserve funding	
Net	4,000	419,000	(419,000)	0		

Note:

1 Includes restricted revenue of
901,445 Restricted donations from the Foundation
73,480 CIC Revenue

2 Includes restricted expense of
345,011 Restricted Salaries
99,000 Restricted Collections
358,552 Restricted General Operating
301,500 Restricted Building and Equipment

10,331 CIC General Operating
63,149 CIC Salaries

Calgary Public Library Risk Register
December 31, 2015

NOTE: Colour code indicates where the actual measures at December 31, 2015 fall on the risk register, with the prior measure provided for comparison if available.

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% Nov 2015: 40.6% Dec 2015: 41.3%	35%	30%	25%
	b	Customer Satisfaction [average rating in annual survey]	4.5/5	4.25/5 Nov 2015: 4.25/5 Dec 2015: 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%	35%	20%	10%	0% Nov 2015: 15% Dec 2015: 3.6%
2 Finance	a	Fraud	No instance of fraud 2015: None	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	Funding equal to prior year's funding 2015: Increase of \$1,007,000	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	Adherence to Asset Management Plan (AMP)	Adherence to AMP with minor timing differences 2015: Spending on buildings per 4 year capital spending plan with 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	0% 2015: Less than 0.5% (with funding from Special Purpose Funds)	2%	3%	5%	10%
	e	Capital expenditures exceed budgeted revenues/reserves by	0% 2015: Capital expenditures less than sources of funding	5%	10%	20%	50%

Calgary Public Library Risk Register
December 31, 2015

NOTE: Colour code indicates where the actual measures at December 31, 2015 fall on the risk register, with the prior measure provided for comparison if available.

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]	None Dec 2015: 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% Nov 2014: 68%	Less than 60%	Less than 50%
	c	General vacancy rate [% of all positions unintentionally vacant]	Less than 4% Dec 2015: 2.8%	More than 4%	More than 7%	More than 10%	More than 15%
	d	Recruitment time for Director positions	None	One position for 8 weeks	One position for 16 weeks Dec 2015: 0 instances	One position for 26 weeks	One position for more than 26 weeks or multiple vacancies
	e	Recruitment time for positions with key skills	Less than 12 weeks	More than 12 weeks	More than 16 weeks Dec 2015: 1 instance	More than 26 weeks	More than 52 weeks
	f	Availability of Volunteers [% of need filled]	100% or more	80% to 99% Dec 2015: 98%	60% to 79%	50% to 59%	Less than 50%
4 Operations	a	Building visits [quarterly count]	Less than 5% decrease Q3: Increase of 33% Q4: Increase of 25%	6-10% decrease	11-20% decrease	21-50% decrease	Over 50% decrease
	b	Website and catalogue sessions combined [quarterly count]	Less than 5% decrease Q3: Increase of 41% Q4: Increase of 42%	6-10% decrease	11-20% decrease	21-50% decrease	Over 50% decrease
	c	Facility availability [quarterly count]	All facilities open during all regular open hours in period	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 Q3: Forest Lawn was closed for most of August and all of September. 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	Operating Styles of Partners diminish the synergies of co-location	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 Dec 2015: 0 instances	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	Minor delay in thresholds and/or project on budget Dec 2015: 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

Calgary Public Library Risk Register
December 31, 2015

NOTE: Colour code indicates where the actual measures at December 31, 2015 fall on the risk register, with the prior measure provided for comparison if available.

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	The number of incidents remains stable or decreases	Increase in incidents up to 5%	Increase in incidents 6% to 25% Q3: Decrease of 19% Q4: Increase of 6%	Increase in incidents more than 25%	Incidents are of such a nature and number that strategic deliverables are no longer achievable
	b	Incidents at Central Library	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% Q3: Increase of 7% Q4: Increase of 52%	Incidents are of such a nature and number that strategic deliverables are no longer achievable

Report to the
Calgary Public Library Board
January 27, 2016
Controller's Report
for the period ended December 31, 2015

The information included in the attached reports may be subject to small changes because all of the year end entries are not posted as of the 9th business day following the Library's December 31 year end when this report was prepared. There are no major changes anticipated. Any adjustments will be brought to the meeting on January 27, 2016.

The indicative unaudited financial statements for The Calgary Public Library Board for the year ended December 31, 2015 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. The audited financial statements will be presented by the auditors in March.

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 (includes all three funds)
- Statement of Financial Activities - Operating Fund (with comparison to budget)
- Statement of Financial Activities – Detailed Operating Fund Review of Year End Variances
- 2015 Reserve Report – Year End

The year is expected to end with a small favourable 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 all funds.

C. Revenues

Revenues are \$296,982 unfavourable for the year end.

Line 8 – Province of Alberta - \$107,534F at December 31, 2015 and \$69,894F at September 30, 2015

The \$107,534 represents additional grants to cover Zinio costs and staff training grants.

Line 12 – Fines and Fees - \$558,770U at December 31, 2015 and \$361,800U at September 30, 2015

Fines are less than the budgeted target, and have decreased at every location. The largest contributors to this change are email notification to patrons that their materials will be subject to fines and increased e-resource usage.

Line 18 – Investment and other revenue - \$31,324F at December 31, 2015 and \$9,148F at September 30, 2015

Other revenue is favorable due to insurance benefit from WCB. A minor increase in printing revenues was offset by a decrease in investment income revenues.

Line 19 – Donations, grants and sponsorships - \$122,932F at December 31, 2015 and 17,932F at September 30, 2015

The Foundation has surpassed its revenue target for the year.

D. Expenditures

Expenditures are \$326,746 unfavorable for the year end.

Line 26 – Salaries and employee benefits - \$51,920F at December 31, 2015 and \$7,082U at September 30, 2015

Salaries are \$91,687 unfavourable at the end of the year, while pension and medical benefits are \$132,766 favourable. Salaries and employee benefits include \$178,070 of expenses which are being funded by special purpose funds.

Line 29 – Collections - \$123,155 at December 31, 2015 and \$20,702F at September 30, 2015

The 2014 operating surplus and an additional donation from the Foundation have been allocated to the purchase of additional collection items, allowing for a year end over-expenditure of \$115,000 over the budgeted amount.

Line 46 – General operating - \$270,379U at December 31, 2015 and \$2,804U at September 30, 2015

The general operating expense category ended the year with an unfavourable variance mainly in IT, marketing and security measures expenses. These over expenditures were made to promote strategic measure activities. These are being offset by the unallocated provincial grant revenue and savings in other budget lines.

Line 52 – Building and Equipment - \$124,333U at December 31, 2015 and \$21,746F at September 30, 2015

The unfavourable variance is mainly due to the additional maintenance relating to strategic measures and increased contractual pricing in cleaning and caretaking created an over expenditure in this category as well.

Line 65 – Occupancy costs - \$139,200F at December 31, 2014 and \$61,006F at September 30, 2015

The favourable variance in Occupancy costs is mainly due to the savings caused by the delayed opening of Westbrook.

E. Grants and Sponsorships – Special Purpose Fund received during 2015

Starting in 2013 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. Where funding contracts do not permit this, and for some smaller grants, the funds continue to come directly to the Library.

A summary of cash that has been given through grants, sponsorships and donations to the Calgary Public Library during 2015 is summarized below.

	Current Month	YTD
Library Settlement Services	18,623	212,702
	<u>18,623</u>	<u>212,702</u>

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 December 31, 2015.

Elrose J Klause, CMA
Controller and Director, Financial Services

**Calgary Public Library Board
As at December 31, 2015**

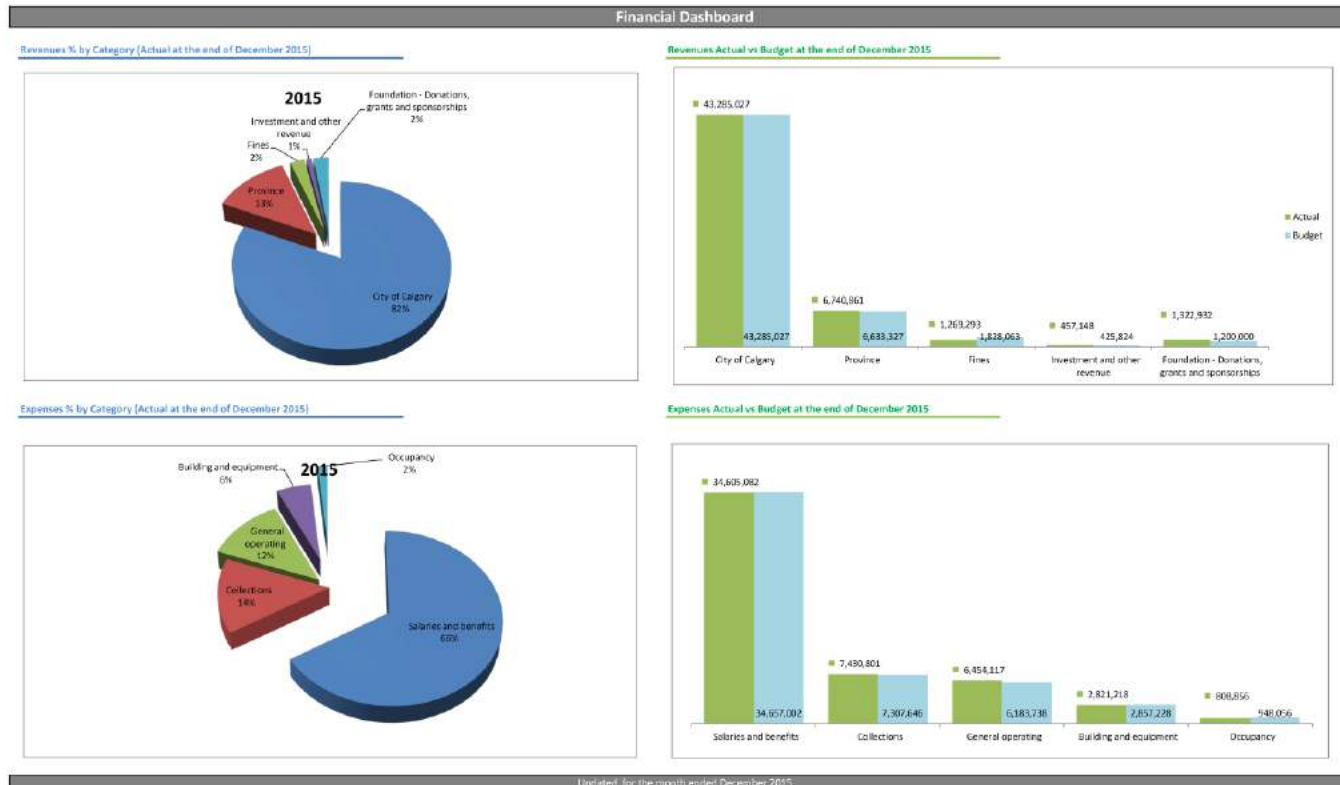
December 2015 Key Financial Indicators

Financial Snapshot				
	Budget YTD	Actual YTD	Variance YTD	ProjectedActual
Operating Revenue	53,372,241	53,075,260	(296,981)	(296,981)
Operating Expenditures	51,953,670	52,280,416	(326,746)	(326,746)
Excess / Deficit Operating Fund (Before loans repaid and contribution to reserves and Other contributions)	1,418,571	794,844	(623,726)	(623,726)
Special Purpose Funds (SPF) Balance		489,440		
Capital Reserve Balance		4,792,509		

* To start with second quarter report.

December 2015 Month End Snapshot

Financial Summary				
Budget / Actual Variances				
	Budget YTD	Actual YTD	Variance YTD	
Operating Revenues				
City of Calgary	43,285,027	43,285,027	-	
Province of Alberta	6,633,327	6,740,861	107,534	F
Fines	1,828,083	1,269,293	(558,770)	U
Donations, grants and sponsorships	1,200,000	1,322,932	122,932	F
Investment and other revenue	425,824	457,148	31,324	F
Operating Expenditures				
Salaries and employee benefits	34,657,002	34,605,082	51,920	F
Collections	7,307,646	7,430,801	(123,155)	U
General Operating	6,183,738	6,454,117	(270,379)	U
Building and equipment	2,857,228	2,981,561	(124,333)	U
Occupancy costs	948,056	808,856	139,200	F
Average days cash on hand	32		Days	
Working Capital - Operating	19,909			
Working Capital - SPF	489,440			
Working Capital - Capital Fund	4,792,509			



THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Position
As at December 31, 2015

	Operating Fund \$	Special Purpose Fund \$	Capital Fund \$	2015 TOTAL \$	2014 TOTAL \$
FINANCIAL ASSETS					
Cash and Cash Equivalents	1,377,711	551,167	3,339,774	5,268,652	8,991,656
Accounts receivable	268,627	45,836	649,781	964,245	1,671,161
Prepaid expenses	2,934,481	-	-	2,934,481	1,860,202
Interfund balances	(1,131,404)	(107,563)	1,238,967	-	(0)
	3,449,414	489,440	5,228,522	9,167,377	12,523,019
PHYSICAL ASSETS					
Capital assets	-	-	66,795,983	66,795,983	59,132,198
Inventory	63,660	-	-	63,660	36,703
	63,660	-	66,795,983	66,859,643	59,168,901
	3,513,074	489,440	72,024,505	76,027,019	71,691,920
LIABILITIES					
Accounts payable and accrued liabilities	3,429,505	-	436,013	3,865,518	4,847,101
City of Calgary financing	-	-	-	-	-
Debtentures	-	-	-	-	-
Loans	-	-	(0)	(0)	(0)
	3,429,505	-	436,013	3,865,518	4,847,101
LIBRARY POSITION					
Equity in capital assets	-	-	66,795,983	66,795,983	59,132,199
Fund balance	83,569	489,440	-	573,009	982,764
Capital reserves					
Replacement Reserve	-	-	2,841,108	2,841,108	4,367,766
New Central Library	-	-	-	-	-
Pay as You Go Reserve	-	-	1,068,835	1,068,835	1,579,938
Automation Replacement Reserve	-	-	882,567	882,567	782,152
	83,569	489,440	4,792,509	5,365,519	7,712,620
	3,513,074	489,440	72,024,505	76,027,019	71,691,920
Working Capital	19,909	489,440	4,792,509	5,301,859	7,675,918

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THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities
For the Period Ended December 31, 2015

	Operating Fund \$	Special Purpose Fund \$	Capital Fund \$	2015 TOTAL \$
REVENUES				
3 City of Calgary	43,285,027	-	5,792,696	49,077,723
7 Province of Alberta	6,740,861	-	-	6,740,861
12 Fines	1,269,293	-	-	1,269,293
18 Investment and other revenue	457,148	8,967	76,382	542,497
19 Donations, grants and sponsorships	1,322,932	576,525	-	1,899,456
	53,075,260	585,493	5,869,078	59,529,831
EXPENDITURES				
26 Salaries and employee benefits	34,605,082	439,138	-	35,044,220
29 Collections	7,430,801	1,621	-	7,432,422
30 Interest charges on City of Calgary financing	-	-	-	-
47 General operating	6,454,117	323,950	-	6,778,066
53 Building and equipment	2,981,561	443,242	8,388,564	11,813,367
65 Occupancy costs	808,856	-	-	808,856
	52,280,416	1,207,950	8,388,564	61,876,930
REVENUES IN EXCESS OF (LESS THAN)				
EXPENDITURES BEFORE THE FOLLOWING:	794,844	(622,460)	(2,519,486)	(2,347,099)
Debentures redeemed and loans repaid	-	-	-	-
Contributions to reserves	(1,000,000)	-	1,000,000	-
CHANGE IN FUND BALANCES AND CAPITAL RESERVES	(205,156)	(622,460)	(1,519,486)	(2,347,099)
OPENING FUND BALANCES AND CAPITAL RESERVES	79,798	902,966	6,729,856	7,712,620
TRANSFER BETWEEN FUNDS				
Capital to SPF		2,090,332	(2,090,332)	-
SPF to Capital		(1,672,471)	1,672,471	-
SPF to Operating	208,927	(208,927)		-
ALLOCATION OF PRIOR YEAR SURPLUS		-	-	-
CLOSING FUND BALANCES AND CAPITAL RESERVES	83,569	489,442	4,792,510	5,365,521

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities - Operating Fund
For the Period Ended December 31, 2015

	CURRENT YTD \$	BUDGET YTD \$	VARIANCE YTD \$	TOTAL BUDGET \$	BUDGET YTD AS A % OF TOTAL BUDGET	CURRENT YTD AS A % OF TOTAL BUDGET	Prior YTD \$
REVENUES							
3 City of Calgary	43,285,027	43,285,027	-	\$ 43,285,027	100.00%	100.00%	43,828,125
7 Province of Alberta	6,740,861	6,633,327	107,534	6,633,327	100.00%	101.62%	5,839,752
12 Fines	1,269,293	1,828,063	(558,770)	1,828,063	100.00%	69.43%	2,762,179
18 Investment and other revenue	457,148	425,824	31,324	425,824	100.00%	107.36%	753,604
19 Donations, grants and sponsorships	1,322,932	1,200,000	122,932	1,200,000	100.00%	110.24%	-
20 Total revenues	53,075,260	53,372,241	(296,981)	53,372,241	100.00%	99.44%	53,183,659
EXPENDITURES							
26 Salaries and employee benefits	34,605,082	34,657,002	51,920	34,657,002	100.00%	99.85%	34,617,320
29 Collections	7,430,801	7,307,646	(123,155)	7,307,646	100.00%	101.69%	4,768,752
30 Interest charges on City of Calgary financing	-	-	-	-	-	-	1,032
46 General operating	6,454,117	6,183,738	(270,379)	6,183,738	100.00%	104.37%	5,472,941
52 Building and equipment	2,981,561	2,857,228	(124,333)	2,857,228	100.00%	104.35%	3,469,028
65 Occupancy costs	808,856	948,056	139,200	948,056	100.00%	85.32%	771,600
66 Total expenditures	52,280,416	51,953,670	(326,746)	51,953,671	100.00%	100.63%	49,100,673
REVENUES IN EXCESS OF (LESS THAN)							
EXPENDITURES BEFORE THE FOLLOWING:	794,844	1,418,571	(623,726)	1,418,570			4,082,986
Debentures redeemed and loans repaid	-	-	-	-	-	-	(293,720)
Transfers from Special Purpose Funds	208,927	-	208,927	-			
Contributions to reserves	(1,000,000)	(1,000,000)	-	(1,000,000)	100.00%	100.00%	(1,084,333)
CHANGE IN FUND BALANCES AND CAPITAL RESERVES	3,773	\$ 418,571	\$ (414,799)	418,570			2,704,933
OPENING FUND BALANCES AND CAPITAL RESERVES	79,798						
ALLOCATION OF PRIOR YEAR SURPLUS	-						
CLOSING FUND BALANCES AND CAPITAL RESERVES	\$ 83,571						2,704,933

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities - Year End Forecast
For the Year Ended December 31, 2015

	CURRENT YTD	2015 BUDGET \$	2015 Projected Actual \$	Variance Projected from Budget \$	Comments (Favorable: F / Unfavorable: U)
REVENUES					
1 Operating levy	43,285,027	43,285,027	43,285,027	-	
2 Insurance proceeds for Collections	-	-	-	-	
3 Debt servicing	-	-	-	-	
4 City of Calgary	43,285,027	43,285,027	43,285,027	-	
5 Per capita grant	6,633,327	6,633,327	6,633,327	-	
6 Provincial interest subsidy	-	-	-	-	
7 General provincial fund	107,534	-	107,534	107,534	F - Provincial Grants -Zinio Costs & Leadership Training
8 Province of Alberta	6,740,861	6,633,327	6,740,861	107,534	F
9 Fines	1,241,963	1,750,060	1,241,963	(508,097)	U - Email notification & increase e-resources checkouts
10 Registration fees	-	-	-	-	
11 Other memberships	27,330	68,002	27,330	(40,672)	U - Decreased non-resident memberships
12 Replacement card fees	-	10,001	-	(10,001)	U - Waived replacement card fees
13 Fines and fees	1,269,293	1,828,063	1,269,293	(558,770)	U
14 Printing	44,955	21,521	44,955	23,434	F - Increased usage
15 Sale of used material	-	-	-	-	
16 Investment income	46,275	85,006	46,275	(38,731)	U - Low cash balances/low interest rates
17 Room rental	36,168	37,680	36,168	(1,512)	U
18 Sundry	329,749	281,617	329,749	48,132	F - Insurance benefit from WCB
19 Investment and other revenue	457,148	425,824	457,148	31,324	F
20 Donations, grants and sponsorships	1,322,932	1,200,000	1,322,932	122,932	F - Additional donation
21 Total revenues	53,075,260	53,372,241	53,075,260	(296,981)	U

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THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities - Year End Forecast
For the Year Ended December 31, 2015

	CURRENT YTD	2015 BUDGET \$	2015 Projected Actual \$	Variance Projected from Budget \$	Comments (Favorable: F / Unfavorable: U)
EXPENDITURES					
22 Salaries	29,799,641	29,707,954	29,799,641	(91,687)	U - Change temp staff to Permanent staff to deliver core programs (funded from Special Purpose Fund) and the impact of minimum wage increase
23 CPP contributions	1,074,584	1,076,795	1,074,584	2,210	F
24 EI contributions	653,669	612,044	653,669	(41,624)	U - Based on salaries
25 Pension fund contributions	2,139,736	2,272,502	2,139,736	132,766	F - Vacant positions
26 Medical and insurance	937,453	987,708	937,453	50,255	F - Vacant positions
27 Salaries and employee benefits	34,605,082	34,657,002	34,605,082	51,920	F
28 Books and materials	6,882,776	6,733,346	6,882,776	(149,430)	U - Use of 2014 Operating surplus, daycare materials & initial book mobile purchases
29 Supplies and services	548,025	574,300	548,025	26,275	
30 Collections	7,430,801	7,307,646	7,430,801	(123,155)	U
31 Interest charges on City of Calgary financing		-	-		
32 Information technology	2,223,481	2,105,842	2,223,481	(117,639)	U - Strategic initiatives
33 Marketing	1,246,038	1,180,206	1,246,038	(65,832)	U - Strategic initiatives
35 Programming	166,717	117,240	166,717	(49,477)	U - Staff training funded by the Provincial grant
36 Supplies and other expenditures	242,030	274,518	242,030	32,488	F - Reduced recruitment expense
37 Professional fees	988,528	1,074,645	988,528	86,117	F - Deferred projects consulting fees
38 Security measures	646,972	477,552	646,972	(169,420)	U - Additional Hours/Added a City Security Supervisor effective August
39 Staff training and development	316,107	275,083	316,107	(41,024)	U - Additional training sponsored by the Provincial Govn't
40 Photocopier	184,880	171,360	184,880	(13,520)	U - Additional use
41 Postage and delivery	79,296	57,000	79,296	(22,296)	U - Additional mail out campaign
42 Vehicles	92,516	107,328	92,516	14,812	F - New vehicles
43 Bank and payroll charges	65,400	86,916	65,400	21,516	F - Fewer transactions
44 Equipment repair and rental	6,873	25,224	6,873	18,351	F - Fewer furniture repairs
45 Staff travel	107,210	133,996	107,210	26,786	F - More Library fleet vehicles available for staff use
46 Board expenses	29,863	37,668	29,863	7,805	F
47 Memberships	58,205	59,160	58,205	955	F
48 General operating	6,454,117	6,183,738	6,454,117	(270,379)	U

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THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities - Year End Forecast
For the Year Ended December 31, 2015

	CURRENT YTD	2015 BUDGET \$	2015 Projected Actual \$	Variance Projected from Budget \$	Comments (Favorable: F / Unfavorable: U)
49 Utilities	747,256	800,000	747,256	52,744	F - Decrease in usage and lower contract prices
50 Building and mechanical maintenance	1,055,953	940,563	1,055,953	(115,390)	U - Additional maintenance relating to strategic measures.
51 Cleaning and caretaking supplies	870,956	798,330	870,956	(72,626)	U - Increased contract amount.
52 Insurance	307,396	318,335	307,396	10,939	F - Savings from Saddletowne insurance
53 Furniture and equipment	-	-	-	-	
54 Building and equipment	2,981,561	2,857,228	2,981,561	(124,333)	U
55 Bowness	184,684	196,935	184,684	12,251	F - Inflation increase less than budgeted.
56 Village Square	92,069	92,069	92,069	(0)	
57 Glenmore Square	169,241	187,294	169,241	18,053	F - Inflation increase less than budgeted.
58 Storage facility	41,987	42,698	41,987	701	F
59 Shawnessy	80,604	90,936	80,604	10,332	F - Inflation increase less than budgeted.
60 Fish Creek	1,734	4,612	1,734	2,878	F - Inflation increase less than budgeted.
61 Country Hills	39,776	56,280	39,776	16,504	F - Inflation increase less than budgeted.
62 Shaganappi	35,032	135,750	35,032	100,718	F - Westbrook delayed opening
63 Thorn-Hill	41,162	31,500	41,162	(9,662)	U - Based on the actual cost from The City
64 Louise Riley CLLC	24,522	24,528	24,522	6	
65 City of Calgary - Warehouse	15,000	15,000	15,000	-	
66 Saddletowne	83,044	70,464	83,044	(12,580)	U - Operating expense higher than budgeted
67 Occupancy Costs	808,856	948,056	808,856	139,200	F
68 Total expenditures	52,280,416	51,953,670	52,280,416	(326,746)	U
Excess of Revenues over Expenditures	794,844	1,418,571	794,844	(623,726)	U
OPENING FUND BALANCES AND CAPITAL RESERVES	79,798				
Debentures redeemed and loans repaid	-	-	-	-	
Transfers from Special Purpose Funds	208,927	-	208,927	-	F - Operationalizing positions transfer of funding from SPF / Other funded expenses
Contributions to reserves	(1,000,000)	(1,000,000)	(1,000,000)	-	
Change in Fund Balance	83,569	418,571	3,771		F

Calgary Public Library
2015 Reserve Report @ December 31, 2015

	Automation Reserve	Replacement Reserve					Pay As	Reserve Balance
		Self Managed Facilities	Shared Facilities	Asset Management Support	Vehicles	Furniture & Equipment	You Go	@ December 31
Balance January 1, 2015	782,152	3,280,572	452,000	555,148	33,618	46,427	1,579,938	6,729,855
Additions to the Fund								
2015 Budget Allocation	500,000	-	-	225,000	-	275,000		1,000,000
2015 Capital Recovery from other funding sources	1,078,987	2,234,679	-	-	372,816	1,505,454	19,790	5,211,725
Interest to December 31, 2015	8,337	49,047	-	-	-	49,047	18,999	76,382
Transfers from SPF (net)	508,023	(111,403)	(13,057)	(2,488)	-	420,735	(16,965)	782,846
2015 Budgeted and Additional Sources of Funding	2,093,346	2,172,323	(13,057)	222,512	372,816	2,201,189	21,824	7,070,954
Disbursements from the Fund								
Previously approved expenditures made - capital	(1,987,895)	(3,444,173)	-	-	(391,917)	(2,031,652)	(532,928)	(6,388,564)
Previously approved expenditures made - spf	(5,037)	(419,358)	-	-	-	(195,341)	-	(619,736)
2015 Use of Funds to December 31, 2015	(1,992,931)	(3,863,531)	-	-	(391,917)	(2,226,993)	(532,928)	(9,008,300)
Balance December 31, 2015	882,567	1,589,364	438,943	777,660	14,517	20,623	1,068,835	4,792,508

Notes

- Total funds allocated to December 31, 2015
- Funds disbursed are from the current years approved spending plan, plus carryforward amounts from prior years still awaiting expenditure, as summarized below

	Automation Reserve	Replacement Reserve					Pay As	Total
		Self Managed Facilities	Shared Facilities	Asset Management	Vehicles	Furniture & Equipment	You Go	Funded
2015 Approved Spending Plans	1,959,000	4,765,000	-	-	550,000	6,310,000	-	13,584,000
Prior Years Approved Spending Plans carry forward	405,902	1,855,130	-	-	23,618	46,427	-	2,331,077
Release of previously approved spending plan	-	-	-	-	-	-	-	-
Total 2015 and prior year approved expenditures at December 31, 2015	2,364,902	6,620,130	-	-	573,618	6,356,427	-	15,915,077

- Balances to be Retained for emergency use

	Automation Reserve	Replacement Reserve					Pay As	Total
		Self Managed Facilities	Shared Facilities	Asset Management	Vehicles	Furniture & Equipment	You Go	Contingent
Base Fund Contingency	(75,000)	(200,000)	-	-	-	-	(200,000)	(275,000)

Report to the
Calgary Public Library Board
January 27, 2016
**Report of the Governance Committee Meeting
December 2, 2015**

In Attendance:

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

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

I. Workplan Review

The Committee reviewed the workplan and made the following decisions:

- Board succession planning, skills matrix, rules of conduct and Board conflict management process will be moved to the Board binder project
- The CEO's annual review result will be presented at the February Board meeting
- The CEO annual review process will be discussed by the Committee in April
- Board binder review will begin in February

Administration will make the changes to the workplan.

The Committee discussed the process for bringing material forward from the Committee to the Board for discussion and chose to do so intermittently, when enough material on a particular topic was gathered, to make good use of the Board's time.

II. Succession Planning

This topic will be considered as part of the Board binder review.

III. Board Recruitment

Ms. Hutchinson distributed a copy of the motion received by City Council in May of 2014 and reported that she had met with Councillors Farrell and Woolley regarding the Board recruitment process. Meetings were also held with Ms. Colleen Evans of the City Clerk's office. Ms. Hutchinson learned that a full review of all City governance practices is scheduled for February and March of 2016, which may affect the recruitment process for all City board and Commissions. It is her feeling that the best course is to wait for the results of this review before the Board makes any suggestions to Council. The crux of the current problem lies in the word "slate" mentioned in Recommendation 2 of the City motion and the necessity of hiring a search firm at the Library's cost. It was clear from the conversation with Councillors Farrell and Woolley that Council will need more names than there are open positions. With respect to the obligation to employ a search firm, Ms. Hutchinson feels that is not good value for money for the Library.

Ms. Lalani-Shariff respectfully disagreed, citing the fact that the Board is committed to a criteria-based, transparent meritocracy – the search firm provides third party oversight to ensure that is so. She additionally recalled previous Board and Committee conversations where it was noted that the search firm would complete the time-consuming tasks of screening and reference checking and that it was preferable not to do the search during the summer months. Other points of discussion included:

- The City using the same search firm to supply candidates for a number of Boards and Commissions.
- Suggesting to Council that a distinction be made between new appointments and reappointments or the number of new members required (Ms. Hutchinson already has a number of names of people who have expressed interest in joining the Board)
- Streamlining the interview process to make it less time-consuming

The Committee agreed to discuss this again in February, potentially hold another meeting in March, and engage a search firm in April should it be necessary.

IV. Board Handbook: Review of Contents

The Committee reviewed the current contents of the Board Orientation binder and reviewed with Ms. Humphrey what had been removed from the Board Procedure and the Board Governance Bylaws. The Committee agreed to add succession planning and code of conduct to the handbook and divided amongst the Committee members the items which had been removed for review by the members. They will be discussed at the February meeting. Ms. Humphrey will circulate the previous Governance and Board Procedure Bylaws to Committee members.

V. Review of Board Self-Evaluation Survey Results

Ms. Hutchinson and Ms. Samuels reported that there was general agreement on the survey. The following suggestions be considered:

- Check-ins be done more frequently than an annual review. Although, Ms. Hutchinson does complete a short review at the halfway point of the Board year.
- Remove point 1 in Q2 as the question about the Board Chair establishing annual goals and effectively guiding the Board towards the achievement of the strategic plan is not solely the responsibility of the Chair.
- ALTA and Foundation Board commitments should be added to Q3.

Ms. Giles felt that the Board's two primary responsibilities are to guide the CEO and develop the strategic plan and that strategy should move from Strategy and Community, which she feels currently has an overloaded mandate, to the Board. Ms. Lalani-Shariff concurred, stating that she would much prefer that those conversations be held at the Board level.

Ms. Lalani-Shariff suggested that trending is an important part of judging the strategic plan and would like to see that reported. Mr. Ptacek stated that Mr. Lane will be reporting to the Board on a quarterly basis. Ms. Hutchinson will speak to Ms. Angus and Mr. Ptacek on this matter.

There was discussion on the style of reporting metrics, but no consensus was reached. The Committee will take the Board Self-Evaluation Survey to the Board meeting in January and any changes arising would go the February Board meeting. It was further agreed that the topic would not be discussed in camera, but rather in public. In future, it will be made clear to Board members that their responses will be in the public portion of the meeting.

Shereen Samuels
Chair, Governance Committee

Calgary Public Library Board Self-Evaluation Survey: Summary of Results

Q1: Board Effectiveness					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Board's mandate and responsibilities are clear.	2	7			
<ul style="list-style-type: none"> I feel the mandate and responsibilities are not always clear in every respect, but they are becoming clearer. Well documented in Board binder, and we need to continue to 'make it meaningful' by having regular dialogue in the context of our committee and board work. 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The division of authority, and the allocation of responsibilities between the Board and Library Administration are clear.	3	6			
<ul style="list-style-type: none"> Getting better. We are more aware of the roles we all need to play. this is something that continues to evolve. with more consistency in our board members (less turnover) we have an opportunity to advance this in the upcoming year. 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
I feel that my orientation to the Library's operations, and knowledge of best practices in library administration, was sufficient to allow me to discharge my obligations as a member.	1	4	1		3
<ul style="list-style-type: none"> I think we should introduce a board buddy or mentorship program to enhance our orientation and to move from orientation being a series of 'events' (binder / meet with Admin / meet with Janet) to more of a process that is shared and enables both a pull, as well as a push 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
I am satisfied with the Board's level of contribution to, and its process for, approving and monitoring the strategic plan.	3	4	2		
<ul style="list-style-type: none"> Need to move to board review of results of strategic plan Has become much better over the past year. In the past year I have felt barriers to understanding how Board members can sufficiently contribute to the strategic plan, although monitoring and approving are clear and sufficient. Through the work of S&F we have had regular dialogue on this and has allowed us to monitor both the achievement of the strategic plan objectives, as well as the evaluation of impact./... we've made good progress here 					

	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
I am satisfied that the Board is informed of material issues and in a timely manner.	4	3	1		1
<ul style="list-style-type: none"> This is difficult to assess. I think we are well informed, however I here there is an opportunity for 'verbal reports' in committee and board meetings to include a pre-read for context setting - this will enable board members to be better prepared to respond in a timely, and more importantly, meaningful way to these issues being raised 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
I am satisfied with the Board's level of awareness of the risks as outlined in the Risk Register and the policies and procedures the Calgary Public Library has in place to identify, monitor, and manage those business risks.	1	7	1		
<ul style="list-style-type: none"> Working towards Board review of risks The register as it previously existed did not particularly make us either aware of the issues nor the procedures that were in place. my ranking applies to the new version spearheaded by Debra and about to be presented to the Board, will need further monitoring and maybe some tweaking in a year or so 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
I feel that I have access to CPL staff other than the CEO at appropriate times and on identified issues as they arise.	6	2			1
<ul style="list-style-type: none"> I think our access to staff is excellent and I think we need to make sure that we are not taking advantage of this situation. Often it will be done unconsciously, but we need to make sure that staff feel like they can push back against our demands, if they are not in line with the strategic plan or adding unnecessary, unvaluable tasks to the staff team. 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Board operates and makes decisions in an independent manner.	3	5			1
<ul style="list-style-type: none"> Independent from whom or what? There are times that a collaborative approach may be advantageous. 					

Q2: Board Chair					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Board Chair ensures that the Board establishes annual goals and effectively guides the Board towards the achievement of the strategic plan.	1	5	3		
<ul style="list-style-type: none"> At times, I do not see the link between the content of the board meetings and the strategic plan Agree, although the work of establishing annual goals is shared throughout the committees, so it may not be fair to assess only the Chair on this metric. We tend to follow various operational demands and committee initiatives without an overarching vision. Could be clearer guidance as to the Chair's expectations and goals for the year ahead. We could be clearer in our annual goals. Im not sure that we are setting annual board goals, however - this would be welcome. I do feel our chair is guiding our board twds achieving the strategic plan, 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Board Chair strives to ensure full utilization of members' skills and experience, and optimum performance of the Board and its committees.	2	4	1		2
<ul style="list-style-type: none"> Thus far, member participation on committees has appeared to be completely voluntary, so I'm not sure if this is a fair measuring stick. Not as sure about this one. Might be 50/50. 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Board Chair manages meetings effectively.	4	5			
<ul style="list-style-type: none"> good balance between keeping the meeting on track and letting everyone have their say 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Board Chair provides ethical leadership that contributes to setting clear direction, and the resolution of issues.	4	5			
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Board Chair demonstrates and encourages clear and open communication with and between all Board members.	4	3	1		1
<ul style="list-style-type: none"> Not as confident about this either I feel like this is an area where we can, as a board, support Janet in this work. 					

Q3: Which Committees do you sit on?	Governance	Audit & Finance	S&F	NCL Ad Hoc	
	5	4	5	4	
Q4: Committee Effectiveness: Governance Committee					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The agendas and work of the Committee enable the committee to contribute meaningfully to the strategic plan of the Calgary Public Library.	1	2	1		1
<ul style="list-style-type: none"> There was attention to detail in these conversations. I would like to see tracking of the goals outlined in the strategic plan. 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The number of members and composition of the committee is suitable for the committee purposes.	1	4			
<ul style="list-style-type: none"> good size and mix 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Committee Chair is effective at ensuring that the Committee fulfilled its mandate and that meetings were well managed.	1	2	1		1
<ul style="list-style-type: none"> Meetings were sometimes longer than the agenda warranted. As committee chair, unwilling to comment! 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
Information provided by Administration added value to the deliberations and final recommendations by the Committee.	4	1			
<ul style="list-style-type: none"> Admin were invaluable in helping us complete the update of Bylaws and Policies and Procedures 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Committee meets frequently enough to successfully fulfill its mandate.	3	2			
<ul style="list-style-type: none"> 10 meetings were required in 2015, a heavier schedule than expected in a 'normal' year, mainly on account of the Bylaws etc. review 					

Q5: Committee Effectiveness: Services & Facilities Committee

	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The agendas and work of the Committee enable the committee to contribute meaningfully to the strategic plan of the Calgary Public Library.	4	1			
<ul style="list-style-type: none"> Excellent agenda setting and discussion this past year. 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The number of members and composition of the committee is suitable for the committee purposes.	1	3	1		
<ul style="list-style-type: none"> With some committee members unable to attend meetings - I think that we did have some points in time over the past year where we had very limited board engagement in the meeting agenda topics. I'm very supportive of as many board members as possible being on the committee - or attending committee meetings to participate 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Committee Chair is effective at ensuring that the Committee fulfilled its mandate and that meetings were well managed.	4				1
<ul style="list-style-type: none"> intentionally left blank 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
Information provided by Administration added value to the deliberations and final recommendations by the Committee.	5				
<ul style="list-style-type: none"> Heather did an exceptional job of framing the content in our meeting to have a 'board - so what' lends - ensuring adequate pre-read, and applying a risk lens on the topics. BRavo! 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Committee meets frequently enough to successfully fulfill its mandate.	2	2	1		
<ul style="list-style-type: none"> Occasionally, the meetings felt cramped and that there was not enough time to properly address agenda items fully. I do not feel that meeting frequency is our best measure of our ability to successfully fulfill the committee mandate. I would prefer to evaluate our ability to fulfill the mandate based on the quality of the workplan development, the commitment to the cmte agenda topics and the action items we identify, and to the contribution (preparation for meetings, engagement in meetings, and follow-thru on action items) of the committee members. The meeting frequency should be driven by the workplan. 					

Q6: Committee Effectiveness: Audit & Finance Committee

	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The agendas and work of the Committee enable the committee to contribute meaningfully to the strategic plan of the Calgary Public Library.	2	2			
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The number of members and composition of the committee is suitable for the committee purposes.		4			
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Committee Chair is effective at ensuring that the Committee fulfilled its mandate and that meetings were well managed.	2	2			
<ul style="list-style-type: none"> Appreciated the ability of the chair to quickly come to terms with some of the issues that we had been dragging over the previous year. There was also no hesitancy in bringing in the right people to help us solve some of those issues. Great work this year on untangling and improving the Risk Register 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
Information provided by Administration added value to the deliberations and final recommendations by the Committee.		4			
<ul style="list-style-type: none"> Occasional foot dragging on the past of admin around the risk register did not help us move forward as quickly as we might have otherwise. 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Committee meets frequently enough to successfully fulfill its mandate.	2	2			

Q7: Committee Effectiveness: NCL Ad Hoc Committee					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The agendas and work of the Committee enable the committee to contribute meaningfully to the strategic plan of the Calgary Public Library.	2	1			1
<ul style="list-style-type: none"> Although the intent of the committee was to focus on the building of the NCL, I believe that some of the components around community and the revitalizing of our spaces through the NCL work has helped with the strat plan. 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The number of members and composition of the committee is suitable for the committee purposes.	2	2			
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Committee Chair is effective at ensuring that the Committee fulfilled its mandate and that meetings were well managed.	3	1			
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
Information provided by Administration added value to the deliberations and final recommendations by the Committee.	4				
<ul style="list-style-type: none"> Absolutely! 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
The Committee meets frequently enough to successfully fulfill its mandate.	3	1			
<ul style="list-style-type: none"> The movement from monthly to quarterly meetings was timely and a recognition that we could comfortably dissolve the committee. 					

Q8: Member Effectiveness

	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
I understand Calgary Public Library's role in the community and I am able to advocate for it where opportunity requires it or presents itself.	6	2	1		
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
I have ample opportunity to contribute meaningfully to Board discussions: using my skills to advantage, providing valuable input and new thinking.	5	2	2		
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
I have an understanding of Calgary Public Library's strategy and vision - I provide strategic insight and direction, and feel confident monitoring strategic decisions.	4	5			
<ul style="list-style-type: none"> • Look forward to more focus on monitoring strategic decisions. • Although I have developed a good understanding of the strategy and vision, I haven't yet contributed significantly providing strategic insight. • will feel more confident about monitoring when the current efforts to define monitoring methods mature.... 					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No response
I feel confident that I understand the financial information presented and can see the issues behind the numbers.	5	3			1
• I could do better in this area.					

Q9: Do you have any other comments to share about any aspect of this survey?

- The board needs to be larger by ~2 members in order to reduce stress on the committee structure, for quorum and also for work and advocacy requirements. That said, at least the current restrictions make for more discipline around creating additional work for the board....
- There is merit in future surveys to seek board input into these topics: our board meetings (right things on agenda, information in pkg, etc); board conduct at meetings (board spending time wisely in mtgs, ecision making in mtgs, follow-up activities) , other board member (in addition to self-evaluation) evaluation: board members are adequately prepared; attend and actively participate; understand and support the CPL mission; are knowledgeable about the CPL programs and services; fulfill their duties as board members

Report to the
Calgary Public Library Board
January 27, 2016
Report of the Services & Facilities Committee Meeting
December 14, 2015

In Attendance:

Board	Ms. Catherine Angus, Ms. Judy Gray, Mr. Avnish Mehta, Ms. Shereen Samuels
Administration	Mr. Bill Ptacek, CEO; Ms. Heather Robertson, Director, Service Design; Mr. Mark Asberg, Director, Service Delivery; Ms. Ellen Humphrey, Deputy CEO; Ms. Lisa Hardy, Facilities Design Lead
Guest	Mr. Evan Wilson

I. Business Arising and Review of Action Items

Action Items

Catherine said that a review of action items will be a regular part of Business Arising.

Action Items from the September 10 meeting:

- 4.a.1. Quarterly assessment of progress (Paul L): This will come to the February meeting, and is part of the 2016 workplan.
- 4.b.1. Skills matrix/consideration of use of Board relationships (Judy): Judy to action this item prior to the Feb S&C meeting.
- All other actions items have been completed.

Action Items from the November 10 meeting:

- All action items have been completed.

January Meeting

It was decided to cancel the January S&C meeting and move the quarterly review to the next S&C meeting on February 8. The Board will get the first look at the quarterly review at its January meeting before it comes to the Committee. There was discussion about whether the Board's review of quarterly progress should consistently be held before the S&C meeting. It will be decided after this trial whether a change in schedule for the quarterly review will be required on the workplan. The Retreat Follow-up and a Spotlight on Community Relations will also be on the February agenda.

Avnish and Evan Wilson joined the meeting during the following discussion.

II. Library Facilities 2015 Annual report

Highlights of Lisa's presentation:

- Facilities are being upgraded with more open spaces; seating and reading rooms; improved shelving (lighting, tops, end panels); consistent experience (furniture, layout, brand); children's spaces and early literacy development; and enhanced spaces for Teens and Readers.

- There is a circular process for lessons learned, with NCL concepts influencing the enhancements in community libraries and vice-versa.
- Highlights from 2015 were:
 - Refurbishments and redesign at Forest Lawn and Judith Umbach;
 - Shelving upgrades at Calhoun, Bowness, Saddletowne, Southwood, Louise Riley and Shawnessy;
 - New space and service initiatives, integrating NCL concepts, such as Library Express, quiet Reading Rooms, Early Literacy spaces such as the one at Fish Creek; Teen Spaces, including the Teen Hub at Central; themed collections, NCL-influenced furniture selection, and the Collaborarium staff space at Central
 - Right-sizing the collection opened up flexible spaces and more seating for different activities such as reflection, study, and collaboration.
- Plans for 2016 include:
 - Refurbishments at Crowfoot, Nose Hill, Country Hills and Village Square Libraries (including shelving upgrades);
 - Complete shelving upgrades at Signal Hill and Fish Creek;
 - Develop Early Literacy Centre at Village Square;
 - Westbrook Library opening in March (relocated from Shaganappi), with a small collection and a piloted design centre program room
 - Quarry Park possession in mid-April (relocated from Glenmore Square), with 10,000 sq. ft. of space
- Future plans include:
 - Rocky Ridge Library, 2017
 - Seton Library, 2018
 - New Central Library, 2018
 - Symons Valley (TBD)

Highlights of the Committee's discussion:

- At Westbrook, it is difficult to get an external signage permit, so the Marketing & Communications department is exploring strategies for signage inside the library.
- The Committee discussed topics such as carpet cleaning, carpet and furniture lifecycles, the location of NCL staff areas, and recycling and sale of used furniture. Shereen pointed out that the shortened lifecycle for furniture, from 25 to 10 years, might have a significant financial impact. Bill explained that a number of accounts have been pulled together to create a comprehensive lifecycle fund, along with The City's capital commitment over a 4-year period. There is also a replacement fund for broken items.
- Judy said that the remarkable refurbishment and building of facilities across the system is a proud accomplishment, and asked if this was consistent with other libraries or unique to CPL. Lisa said that Edmonton Public Library's building program is also ongoing, if not as aggressive. Calgary is fortunate to have the support of The City and the Board at this time, to enable these much needed refurbishments.
- Avnish suggested that the Library market and share its considerable project design knowledge to other libraries and partners. Lisa said that the Library has been asked to speak at conferences at the Chinook Arch and Marigold systems about topics such as collections changes and tips on making small spaces more useful.

Judy said that the Library's building and program design accomplishments, including the Canadian Architect Merit Award for the NCL Architectural Design, could form part of the Board's advocacy conversation.

III. Board Retreat Planning

Catherine and Evan asked the Committee to refine the Retreat panel questions.

Friday evening panelists:

Prior to the meeting, Evan narrowed the previously distributed questions down to five, and he, Catherine and Heather will continue their assessment. Evan felt the questions should be open-ended, giving people opportunities to share how they set and reach their advocacy goals. Heather said the questions should prompt discussion on how the organizations do advocacy work, how they see the advocacy efforts of others, and how they distribute or give back the proceeds of advocacy to their stakeholders. Ellen said that the Library falls within the public sector rather than directly in the charitable/non-profit area, and it is important to evaluate the questions through a public sector lens. Catherine said that it is important to avoid being side-tracked and to reserve time for dialog useful to the Board. The Committee suggested this additional question: "What do you value in relationships in your community?"

Saturday morning guests from The City:

Avnish suggested asking how The City is connecting the major changes of various neighbourhoods, such as contraction and revitalization.

Action items arising	Person Responsible	Deadline
1. Create schedule and format for the panel moderation and finalize the seeded questions.	Heather and Evan	
2. Hold a planning meeting one week before the Retreat. Everyone welcome to attend.	Catherine, Evan, Heather	

Judy Grey
Services & Facilities Committee

Report to the
Calgary Public Library Board
January 27, 2016
The Ongoing Evolution of the Library's Suite of Programs

I. PURPOSE

The purpose of this report is to outline key factors the Library takes into account when making decisions about the ongoing evolution of the Library's suite of programs.

II. BACKGROUND

The Library is working to focus more intentionally on programs that support the development of core literacy skills identified in the 2015-18 Strategic Plan: early literacy, reading, numeracy, and digital, information and civic literacy. In addition, the Library is more committed than ever to managing its capacity and efforts in ways that maximize its positive impact on the groups who most need the Library, including preschoolers and their families, students, and those new to Canada. Decisions about the expansion or discontinuation of Library programs are made in the context of this overall alignment with the Strategic Plan.

The Library has successfully augmented programming in strategic areas through the implementation of exciting new system-wide initiatives like *Baby Rhyme Time*, *Number Ninjas* and *Math Playground*. The Library has also devoted increased energy to high impact activities, such as community outreach, developing early literacy spaces, and better supporting patrons in discovering and using the Library's vast collections of digital and print information resources.

While programming has increased overall, and in areas of strategic focus in particular, some programs less aligned with the current strategic direction have been discontinued. The Library sometimes makes the difficult decision to cancel programs so that associated work effort can be redeployed to new and expanding efforts more aligned with the Library's strategic focus. Before cancelling a program, the Library takes a number of factors into account, including:

- Whether the program supports the key literacies identified in the Strategic Plan
- The extent to which the program positively impacts patrons on a scale proportionate to the effort committed to the program
- The impact the cancellation of the program would have on patrons

III. THE EXAMPLE OF SPANISH CONVERSATION CLUB

In late 2015, the Library made the difficult decision to discontinue Spanish Conversation Club, a volunteer led program with curriculum and logistics provided by Library team members. The Library's decision was based largely on the three considerations laid out above.

Strategic Alignment

While foreign language acquisition is a laudable goal, the Library's strategic plan firmly prioritizes areas like early literacy, numeracy and civic and digital literacy as the core work of the Library. Ensuring that children are ready for kindergarten, supporting student success, and

helping adults and newcomers navigate civic and digital life all support strong communities in Calgary in ways that foreign language acquisition does not.

In 2015, the Library recognized that maintaining relevant, timely, and quality content for Spanish Conversation Club was becoming increasingly challenging and that the program was in urgent need of a revamp. Given that the goals of Spanish Conversation Club are not well aligned with the Library's strategic focus, devoting renewed efforts to this program at the expense of initiatives more directly advancing the Library's identified priorities would have challenged the Library's public commitment to its own strategic plan.

Scale

Spanish Conversation Club has benefited a relatively small number of patrons, despite requiring the same design, content creation and logistical support as other programs that reach much larger audiences and firmly lie within the Library's areas of strategic focus. While Spanish Conversation Club has certainly been highly valued by some community members, its impact is on a core group of less than 400 participants in eight library locations. In contrast, the program design, content creation and logistical support involved in early literacy and newcomer programs engage many thousands of patrons in all Library locations across the city.

It is true that the Library will sometimes intentionally create and run programs that focus on smaller numbers of patrons. Having said that, the justification for pursuing more modestly scaled programs lies in those programs being firmly focused on the Library's stated strategic objectives, having an intensity of impact that mitigates the smaller scale, and acting as building blocks for broader initiatives. For instance, ISSP and dual language story times are both smaller, intensive programs with high impact through which the Library is robustly expanding its knowledge and capacity in spheres of stated strategic focus and recognized community need.

Impact of Cancellation

While Spanish Conversation Club has been discontinued, the Library does have other supports for those with a continuing interest in the development of language skills. In particular, *Mango Languages* is a free virtual resource that enables patrons to engage in interactive language learning lessons and activities. Additionally, numerous groups with shared learning goals routinely book free meeting room space in community libraries across the city. Some members of Spanish Conversation Club have already booked space in community libraries in order to continue gathering to practice their Spanish language skills together, as they have been doing for the past few years. Other language learning groups have been booking space in libraries for similar purposes, including groups working together to learn Arabic and Italian.

In order to promote a common understanding of the reasons for the cancellation and to support Library team members in better answering questions from Spanish Conversation Club participants, library locations across the system were provided with documentation explaining the rationale for the change. As follow up, library team members, including senior managers, have responded directly and respectfully to patron concerns on this issue.

All volunteers in the program were notified directly by Volunteer Services of this change in the Library's programming line-up. Volunteer Services is working with individual volunteers to identify other volunteer opportunities for them at the Library.

The Library will continue to explore new ways to offer a supportive environment for learners of all ages and with diverse interests, including establishing partnerships with other organizations to provide learning and enrichment programs of interest to patrons.

IV. RECOMMENDATIONS

That the Calgary Public Library Board receive the report, *The Ongoing Evolution of the Library's Suite of Programs*, for information.

Sarah Meilleur
Director, Service Design

Mark Asberg
Director, Service Delivery