

**Calgary Public Library  
Board Meeting**

**Wednesday, March 30, 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 February 24, 2016 Board Meeting ...2
  - B. Chair's Report ...10
- IV. **Business Arising**
  - A. Business Arising from the Minutes
- V. **Chief Executive Officer's Report** ...12  
- Mr. Bill Ptacek, CEO *Information*
  - A. Early Learning Spaces ...verbal  
- Ms. Kristen Duke, Service Design Lead, Early Literacy *Information*
- VI. **Audit and Finance Committee**
  - A. Report of the March 22, 2016 Meeting ...verbal  
- Ms. Debra Giles, Committee Chair *Information*
  - B. Presentation of Audited Financial Statements ...22  
- Ms. Debra Giles, Committee Chair *Decision*
  - C. Consolidation of Capital Reserves ...24  
- Ms. Debra Giles, Committee Chair *Decision*
  - D. Capital Expenditure Forecast Update ...26  
- Ms. Debra Giles, Committee Chair *Information*
  - E. Annual Risk Review ...30  
- Ms. Debra Giles, Committee Chair *Information*

VII. **Strategy & Community Committee**

- A. Report of the March 14, 2016 Meeting ...34  
- Ms. Catherine Angus, Committee Chair *Information*

VIII. **Other Business**

- A. Clarification and Review of Naming Policy ...36  
- Ms. Janet Hutchinson, Chair *Discussion*

IX. **In-Camera Agenda** ...42

X. **Adjournment**

Minutes  
**Calgary Public Library Board Meeting**  
2<sup>nd</sup> Floor Boardroom, Central Library  
Wednesday, February 24, 2016  
5:37 pm

**In Attendance:**

**Board**

Ms. Janet Hutchinson, Chair  
Ms. Catherine Angus  
Councillor Druh Farrell  
Ms. Temina Lalani-Shariff  
Mr. Rob Macaulay  
Mr. Avnish Mehta  
Ms. Shereen Samuels

**Administration**

Mr. Bill Ptacek, Chief Executive Officer  
Ms. Ellen Humphrey, Deputy CEO  
Mr. Mark Asberg, Director, Service Delivery  
Ms. Cathy Freer-Leszczyński, Director, Partnership  
Development  
Ms. Elrose Klause, Controller  
Mr. Paul Lane, Director, Corporate Services  
Mr. Paul McIntyre Royston, President & CEO, Calgary  
Public Library Foundation  
Ms. Sarah Meilleur, Director, Service Design

**Regrets**

Ms. Debra Giles  
Ms. Judy Gray  
Councillor Evan Woolley

**I. Chair's Opening Remarks**

Ms. Hutchinson welcomed Ms. Rh'ena Oake and Ms. Terrill Budd of CUPE Local 1169, and Ms. Jane Kubke, attending as observers. She read highlights of a note from Ms. Barbara Killick, thanking the Board for the gift of a limited edition print as a token of its appreciation for her contributions to the New Central Library project.

**A. Mission Moment**

Ms. Meilleur displayed the contents of a Read and Play family literacy kit, an interactive early literacy tool funded by Imperial Oil and developed in partnership with the Remington YMCA at Quarry Park. There will be 120 family literacy kits available to borrow at the Quarry Park Library. The kits promote physical literacy, reading, and family activities, and feature 6 different themes. With the high percentage of children who will visit the shared facility and attend the Quarry Park Child Development Centre, the family literacy kit pilot should be very successful, and the project could be expanded if funding is available.

Ms. Samuels contributed another Mission Moment. Her wife recently overheard a conversation at a bus stop between a couple, new to town and out of work, and another man, who enthusiastically encouraged them to go to the Library, which is "awesome, and they are giving away library cards for *free!*" Mr. Ptacek added that many folks who have not used the Library in the past are now discovering that it offers help in dealing with Calgary's current employment situation.

## **II. Review of Agenda**

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

## **III. Consent Agenda**

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

- A. Minutes of the January 27, 2016 Board Meeting
- B. Chair's Report.

## **IV. Business Arising**

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

There was no business arising.

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

*- Mr. Bill Ptacek, CEO*

In addition to his written report, Mr. Ptacek provided the following highlights:

- The New & Notable items will be replaced by a selection called "We recommend", which will highlight Library staff's expertise and the entire collection, based on attributes such as plot, character and setting.
- The Minister's Awards for Excellence in Public Library Service will be announced at the Alberta Library Conference in April, and the Library is submitting four applications on the following topics:
  - Library Month at your Daycare
  - The ISSP in Forest Lawn with the Calgary Police Service and Calgary Reads
  - The Look and Feel of Libraries: Patron's Experience
  - Curating Collections.
- For the 6 libraries open on Family Day, visits per hour were higher than a typical Monday. Mr. Mehta commended the Library for doing more with its restructured staff model in order to have a beneficial impact on families.
- The Police Service and The City's Bylaw Services, Transit Department and Corporate Security continue to work closely with the Library regarding security at the Central Library. With funding from CMLC, Dialog Architects have been commissioned to close off Central's exterior alcoves along Macleod Trail to discourage loitering and beautify the street-front. This in no way detracts from the Library's service to homeless patrons, who will benefit from a safer environment. In response to a Board question, Mr. Ptacek said that security at the New Central Library location would be improved due to the absence of the C-Train station's proximity and due to the pleasant East Village environment.

**A. Workforce Deployment in Service Delivery**  
- Mr. Mark Asberg, Director, Service Delivery

A project was undertaken in 2015 to ensure that Service Delivery work efforts were distributed to maximize the Library's focus and efficiency. The project team examined staff expertise, job roles, checkouts, programs, hours of opening, shift scheduling, and other factors, with close analysis at Shawnessy, Village Square and Central. His presentation showed pie charts of the workforce distribution of both support and patron service teams, organized by clusters of libraries in 8 sections of the city. Board Members commented on several specific findings.

The project team devised a priority ratio for the number of staffing hours available over and above those required for basic library service compared with staffing hours deployed to programming and outreach. The aspirational goal is 1:1, in which case every work hour not needed for basic services is deployed to outreach or programming. 1:1 is aspirational, rather than strictly achievable, because there are other tasks to complete in the Library apart from basic service provision and programming and outreach. The ratio is a tool meant to express the Library's focus on maximizing programming and outreach efforts. Overall, the study helps the Library examine possible service expansion, and the best use of staff skill sets and capabilities.

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

**VI. Financial Matters**

**A. Financial Snapshot for the month ended January 31, 2016**  
- Ms. Elrose Klause, Controller

January work focused on closing the 2015 year-end. Ms. Giles encouraged the Board to supply financial questions to be discussed at future Board meetings.

There being no objections, the Financial Snapshot for the month ended January 31, 2016, was received for information.

**VII. Governance Committee**

**A. Report of the February 3, 2016 Meeting,**  
- Ms. Shereen Samuels, Committee Chair

The Committee is currently reviewing the Board Handbook, including the structure and process for members of the public wishing to address the Board. The Board discussed the limitations and time restrictions of Board meetings, and briefly touched on other ways to meet and engage the public. Ms. Gray has completed most of the work on the skills matrix. It will now be fine-tuned by Ms. Humphrey and reviewed once more by the Committee before coming to the Board.

The Committee reviewed the CEO Evaluation Process, including the competency survey, and agreed that some improvement in clarity of measurements and alignment with strategic goals is in order. Ms. Angus noted that some measures, while useful statistics, do not point to the achievement of a defined outcome.

**B. Update on Board Recruitment**

- Ms. Janet Hutchinson, Board Chair

Ms. Hutchinson is awaiting information from the The City Clerk's Office regarding Board appointments. She will be conducting the Board mid-term meetings soon to prepare for the upcoming recruitment phase.

**C. CEO Compensation Framework**

- Ms. Janet Hutchinson, Board Chair

Although not part of the Governance Committee workplan approved by the Board in November, it was determined that criteria needs to be in place to help evaluate the CEO's performance-based compensation, and Ms. Angus will help to bring the criteria forward.

There being no objections, the *Report of the Governance Committee, February 3, 2016*, was received for information.

**VIII. Strategy & Community Committee**

**A. Report of the February 8, 2016 Meeting**

- Ms. Catherine Angus, Committee Chair

Ms. Angus, Ms. Gray and Ms. Lalani-Shariff will revisit the Committee workplan with Mr. Asberg, with feedback from the Board retreat and survey. The Committee meeting focused on two topics: the Board retreat outcomes and the quarterly Strategic Scorecard. Mr. Asberg has collected the Committee's recommendations for Board advocacy, based on the retreat feedback, in the following report.

**B. Recommendations for Board Advocacy**

- Mr. Mark Asberg, Director, Service Delivery

The Strategy & Community Committee members and Administration have discussed developing concrete elements in alignment with these 3 principles:

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

There are 15 recommendations for Board advocacy in the report. Ms. Angus added that the Board wants to use its Members' different relationships, passions, skills sets and strengths to the best strategic advantage. Mr. Macaulay asked if input could be added from the recent Foundation Board training. Ms. Humphrey added that Ms. Gray was interested in the role and activities of the Library Board as stewards, beyond advocacy.

The Board decided to receive the report for information and wait for comparison to the role activities for fund development listed for the Foundation Board training session before approving



the final version. It may not be necessary to combine the lists, but simply to acknowledge the Library Board's role to assist the Foundation with advocacy efforts when possible.

MOVED by Mr. Macaulay, seconded by Ms. Lalani-Shariff, that the Calgary Public Library Board receive that report, Recommendations for Board Advocacy, for information.

Carried Unanimously

There being no objections, the *Report of the Strategy and Community Committee, February 8, 2016*, was received for information.

**IX. New Central Library Update**  
- Mr. Avnish Mehta

Mr. Mehta showed webcam photos of the NCL site development, taken over a period of time, and reminded the Board to view the nearby display of site photos taken by professional photographer George Webber. The weekly activity is fascinating and reveals the significance of the New Central Library project integrated with other developments in the East Village. Mr. Mehta said he would be providing his NCL update on a quarterly basis, giving a high level perspective of progress points and current conditions, such as communication flow, competitive construction environment, ability to make design changes at specific times, and internal Library viewpoints. His report included these highlights:

- Construction is currently \$2M under budget. This efficiency may be passed on to the Library as an opportunity to appropriate surplus funds with two decision criteria: improving patron experience and reducing operating costs. Improving patron experience could include enhancements to lighting, landscaping or other aspects that do not cause substantive structural changes.
- The accelerated construction schedule may allow an earlier opening than Q4 2018, as originally planned. This introduces questions about preparations for opening earlier, availability of furniture and equipment, and any consequential costs.
- Administration is ensuring that project news is communicated to all staff across the system, and planning is underway for transition and staffing complements.
- The Library team and project partners are continually getting better at building and reaching consensus, with relationships based on genuine mutual respect, an important factor with real-time decisions required in the build process.

The Committee reviewed the process in appointing Mr. Mehta as the Board's point person to meet with CMLC and the Library regarding the project. Although the New Central Library is part of the Facilities Plan, its complexity and scale requires that all Board Members have ample information and oversight to ensure that the project remains true to the Board's initial project principles. Other facility projects, such as renovations or construction of the Quarry Park Library, come to the Board through the Strategy & Community Committee.

**X. Calgary Public Library Foundation Board**

**A. Follow-up to Foundation Training**

*- Mr. Rob Macaulay, Board Representative*

The Foundation Board was pleased to have Library Board Members in attendance to share input and knowledge at the Foundation Board training by Vincent Duckworth. The sessions focused on board advocacy roles, governance issues, and the importance of having informed and concerned Board Members.

**B. Update from Foundation Board**

*- Mr. Rob Macaulay, Board Representative*

The Foundation Board has appointed Rob Lowther to a second 2-year term. The Board has amended its Board policy so that one of the two Library Board representatives is required to be the Library Board Chair or designate.

The Foundation Board reviewed the 2015 pre-audit numbers. The Foundation raised \$7.4M (with over \$4M in cash) out of target of \$7.5M, an amazing accomplishment in the current difficult environment. Expenses were 19% higher than originally forecast due to a combination of unexpected costs due to new opportunities and some mis-estimation that has been taken into account for the 2016 budget. A policy is being written to bring any variance of more than 10% to the Board for consideration. The Board approved the 2016 budget, with one remaining issue to be resolved. Expenses have been held to last year's level, and the expected revenue has been increased to \$12M. Mr. Macaulay commended the Foundation for its very good governance Board and concerned professional staff.

Mr. McIntyre Royston added that the Calgary Public Library Foundation is the second most successful library foundation after the New York Public Library Foundation. 2016 will be challenging, with a difficult economic outlook and many competing asks, but there is a driving interest in the Library due to the free cards, the new and refreshed facilities, the outreach efforts of staff, and the Library's impact in the lives of so many people.

**XI. Other Business**

**A. Westbrook Opening**

*- Mr. Paul McIntyre Royston, Director, External Relations*

Invitations to the Westbrook Opening will be going out shortly and it will be an exciting ceremony involving volunteers, staff, and guests. Strategies are in place to engage and inspire the community about its new library.

**B. Quarry Park Update**

*- Mr. Mark Asberg, Director, Service Delivery*

Quarry Park's grand opening will be held later in the summer, after the move from Glenmore Square. Mr. Asberg showed pictures of Quarry Park's exterior and floorplans, which show more space for patron use and early literacy with smaller back-of-house areas. The signage will be clearly visible on the wall and the road; it is also hoped that signage will be placed on the site's east side for LRT visibility. Ms. Angus suggested that the Library align its community awareness

campaign with the YMCA, with hundreds of daycamp children providing card distribution opportunities.

Councillor Farrell said it would be interesting to know how the Library will incorporate its learnings from the New Central Library and from new community library projects in the areas of design team procurement and design approaches in general. In recent multi-use facilities, the Library was not associated with the design management or architect selection. There is a strong desire for the Library to have more input to the design of its libraries, and future joint-use partnerships may allow for more design input from all parties. It is hoped that the Symons Valley Library, a standalone facility, will feature design innovation and excellence.

**C. Key Messages**

*- Ms. Katherine Cormack, Sr. Manager, Marketing & Communications*

The Board reviewed the key messages, an agenda feature that will be provided monthly for the Board's information.

**XII. In-Camera Agenda**

MOVED by Ms. Samuels, seconded by Ms. Lalani-Shariff, that the Calgary Public Library Board move in-camera.

Carried Unanimously

**XIII. Adjournment**

Following the in-camera session, the meeting was adjourned.

Transcribed Barb Roberts

---

Ms. Janet Hutchinson  
Chair

---

Mr. Bill Ptacek  
Chief Executive Officer



Report to the  
Calgary Public Library Board  
March 30, 2016  
**Chair's Report**

Feb 29	Meeting re: Wordfest
Mar 04	Phone meeting to review Wordfest meeting with Catherine, Judy and Mark
Mar 04	Foundation's External Relations Committee meeting
Mar 07-08	Circulated Urgent Motion and reported on results
Mar 09-11	ULC Board meeting in Washington
Mar 14	Strategy & Community Committee
Mar 14	Monthly Board Agenda meeting with Bill and Catherine
Mar 15	An Evening with Yann Martel
Mar 16	The Mayor's Lunch for Arts Champions
Mar 17	Meeting with Catherine re: CEO compensation proposal
Mar 18	Meeting with Rob re: External Relations
Mar 22	Meeting with Bill re: NCL Project
Mar 22	Audit & Finance Committee
Mar 30	Board Meeting

Janet Hutchinson  
Board Chair



Report to the  
Calgary Public Library Board  
March 30, 2016  
**Chief Executive Officer's Report**

**Government Relations**

One important aspect of the summer learning initiative is that it is most effective when it is made available to kids in less advantaged communities. For that reason, Forest Lawn and the ISSP project are a perfect fit for extensive outreach this summer. It also helps that former Police Chief Rick Hanson and the Executive Director of Calgary Reads, Steacy Collyer, are both interested in extending the ISSP program into the summer. With their help, we have secured two Forest Lawn schools as sites. Because there is such great need for nutrition in that community, our Calgary Reads partners are lining up lunches for the kids. While the Library can handle the programming for two days a week, we are seeking other partners to manage the programming for the other days of the week. It is envisioned that the program will run from 11 am to 1 pm every weekday, which includes a lunch. Ultimately, if we can get additional funding and find a childcare agency to manage the kids, we would like to include field trips to cultural destinations such as the Calgary Zoo, museums or the current Central Library. We could even extend the program to similar communities such as Bowness. So with the caveat that there are many details to work out, we hope to make this important initiative available to communities that it will benefit the most.

Calgary Police Service have also been helpful in their efforts to make the area around the Central Library safe. Last month, we reported on an operation that resulted in 29 arrests. This month, they conducted a follow up operation in the vicinity of the Central Library in which 41 warnings were issued, 14 tickets / summons were issued, 14 Criminal Code / Controlled Drugs and Substances Act charges were laid, and 15 warrants were executed. Police Chief Roger Chaffin is also following up on another surveillance strategy which would make a longer lasting change in the environment.

The Book Truck was formally launched at the Alex Munro Elementary School on March 10<sup>th</sup>. The Mayor was on hand to read a story and escort teachers and kids onto the Book Truck. Jackie Flowers pointed out on CBC Radio that it was 25 years almost to the day that the bookmobile service was suspended at the Calgary Public Library. The two new Book Trucks are already becoming a part of regular operations, with a concentration on the growth areas of the city who do not have schools or libraries.



Mayor Nenshi at the Book Truck launch



Memorial Park Library

The Memorial Park Library is an icon in Calgary. It is set in a beautiful park in the midst of a very young and urban community. Over 60% of the residents are 25-40 years old. Rather than offering traditional library services, our staff are investigating the possibility of changing the programming and services at that library to have it become more integral to that community. With the help of City Councillor Evan Woolley, Library staff members have been connecting with community associations and organizations in the area to find out how the facility can best be used. They will also be contacting Calgary Parks to investigate joint programming possibilities. We plan to have a vision

statement to point the way to new services and some potential alterations to the building by Labour Day. Kim MacKay, a Community Outreach Librarian from the Crowfoot Library, has been assigned as the project lead on the investigation.

## OPERATIONS

The project teams for The Million Question Challenge (summer learning initiative) and TD Summer Reading met for the first time this month. Jackie Flowers presented the framework to librarians from across the Library system. They generated their own wonderwall of questions and categorized them as puddle-sized, lake-sized or ocean-sized.



Wonderwall

Jackie also met with program coordinators from Campus Calgary and TELUS Spark for input and feedback on the program's design. There was lots of excitement about the Million Question Challenge from these innovative educators. TELUS Spark offered to host a library "pop-up wonderwall" for the summer months. Jackie and Cathy Freer-Leszczynski will work on meeting with other partners to secure other pop-up wonderwalls. Jackie and Sarah Meilleur spoke with colleagues at Toronto Public Library and Edmonton Public Library about their summer learning plans. The three systems are implementing very different frameworks, but we plan to share our findings as we go along.

Several members of the Library Administration met with members of the Iranian Cultural Society of Calgary to discuss the Farsi collection at the Calgary Public Library. They are concerned that a number of Farsi books have been discarded which were donated to the Library by members of that community. It turns out that the Calgary Public Library did not accept a donation which was offered several years ago when the Calgary Persian Library at the University of Calgary was being discontinued. However, we did recognize that items in that collection and other world languages collections are not in the catalogue. As an interim step, we supplied the leader of the group, Mr. Behrouz Jarrahi, with a bibliography of the Library's Farsi books, CDs and DVDs. We



have also asked our world languages vendors to provide author and title information in the language of publication so that we can begin exploring options for cataloguing in other languages. This is a project from our strategic plan that was geared toward providing better service to our patrons who have moved from other countries.



Kincorra community book club

An inaugural community book club was launched in Kincorra this month, with the support of the Calgary Public Library. The purpose of the book club is to build community around reading. Rosemary Griebel, our Readers' Services Design Lead, met with the community association president and community members to review library resources and help establish the framework for a self-sustaining monthly book club. At the first meeting, neighbours were delighted to meet each other around the common interest of reading. Other community book clubs are in the works, including with Deaf and Hear Alberta, who want to

start up a book club for their members using Library resources.

We are working with a number of community partners to develop author events over the next few months, including Wordfest to present Yann Martel, Guy Gavriel Kay and Chris Cleave, the University of Calgary to present Lawrence Hill, the Iniiikokaan Aboriginal Centre at Bow Valley College to present indigenous authors, and the downtown Business Revitalization Zone to present poetry showcases in the downtown core in April.

The We Recommend collection was rolled out at Central, and books have been flying off the shelf. Collections, Service Design and Marketing & Communications are working together to ensure that all community libraries have a We Recommend collection in place by the end of April. This may be one reason that circulation of physical and digital items as well as overall circulation are up for the system.



The We Recommend collection

The new members in February and year to date are lagging behind last year's record breaking pace. However, to put the 10,657 new members in February 2016 into perspective, we registered on average only 3,400 new patrons per month in the four years before cards became free. The catalogue sessions are up slightly in February, but that belies the 22% increase in holds, which continues to be one of our fastest growing services. Increases in visits are also a reflection of our increased patronage.

## OTHER

Staff members are working with Carmen Marquez, a social worker with The City of Calgary at the Village Square Leisure Centre, to host a focus group at the Village Square Library for people with disabilities and their care workers on March 15<sup>th</sup>. They are looking for ideas for activities that the library can provide for this demographic. Many of our libraries are filled with disabled adults and their caretakers during the day. We have been searching for some interesting and meaningful “pop up” services. In the interim, an iPad dispensing machine has been relocated to Village Square Library and has proved to be particularly appealing to these patrons, along with the self-directed activities: duct tape crafts, coloring books, puzzles, etc. We are also proud that the Crowfoot Library welcomed a person with disabilities to its shelving team. The individual was referred and supported by Inclusion Alberta.

Another successful Baconfest took place in January and February, with roughly 1,150 attending over four Wednesday evenings. The events focus on urban planning issues and are named after Kevin Bacon’s father, who was a legendary city planner for Philadelphia. The Library worked with its partners at The City of Calgary, the Alberta Professional Planners Institute, DIRT Environmental Solutions, and Charcut. Young professionals made up the majority of the audience, with the final evening including five three-minute film submissions by Calgarians.

The Young Adult Library Services Association (YALSA), a division of the American Library Association (ALA), awarded the YALSA/ABC-CLIO/Greenwood Service to Young Adults Achievement Award to Betsy Fraser, a librarian in our Collections department. The \$2,000 award, given every other year, is funded by ABC-CLIO/Greenwood and recognizes a YALSA member who has demonstrated unique and sustained devotion to young adult services through substantial work in several initiatives.



Author Yann Martel with his Lego minifigure

We were pleased to work with Wordfest on hosting award-winning author Yann Martel on March 15<sup>th</sup>. The Library Foundation hosted a reception prior to Martel’s sold-out presentation, and presented Martel with the very first author Lego minifigure which was carefully placed in the New Central Library Lego exhibit. Martel was delighted with the event and told

Wordfest’s General Director Shelley Youngblut that he would be happy to come back to Calgary any time. The partnership with Wordfest is mutually beneficial as it enables Calgarians to attend high-profile author events and supports the Library’s work in building a community of readers.

## MISSION MOMENT

“As a teenager growing up in Calgary in the 1960s and 70s, I made good use of my Calgary Public Library card. I especially enjoyed visiting the Central Library on Macleod Trail on weekends and in the summer. The library was so large and modern, and seemed to have every book and magazine in the world!

I read books and articles to learn more about astronauts and engineers. National Geographic and LIFE (remember the wonderful photo essays?) informed me about the latest Apollo moon missions. The library's books about spaceflight inspired me to think about the role of technology in society and to dream about my future career. Who knew... perhaps it would be possible one day for a Canadian to fly in space.

The Calgary Public Library opened up a world of knowledge and ideas for thousands of young Calgarians. It helped launch our careers.”

-Robert Thirsk



Robert Thirsk, Canadian astronaut

Bill Ptacek  
CEO





Calgary Public Library

## Monthly Overview

February 2016

### Featured Number

Programs Offered for Patrons Birth to Five  
January 1 to March 21

2014	665	
2015	862	30%
2016	1,082	26%

### New Members

Feb	2016	10,657	-43%	YTD	2016	21,742	-36%
	2015	18,738			2015	34,026	

### Active users

Feb	2016	493,309		Jan	2016	487,759	
-----	------	---------	--	-----	------	---------	--

### Programs & Outreach

#### Programs ...in the library

Feb	2016	1,193	3%	YTD	2016	2,215	14%
	2015	1,163			2015	1,937	

#### ...in the community

Feb	2016	243	15%	YTD	2016	406	9%
	2015	211			2015	372	

#### ...for adults, seniors or all ages

Feb	2016	425	-8%	YTD	2016	782	-6%
	2015	461			2015	835	

#### ...for kids & teens

Feb	2016	1,011	11%	YTD	2016	1,839	25%
	2015	913			2015	1,474	

### Total number of programs

Feb	2016	1,436	5%	YTD	2016	2,621	14%
	2015	1,374			2015	2,309	

### Program participants

Feb	2016	28,020	0%	YTD	2016	52,797	11%
	2015	28,123			2015	47,534	

### Library Space

#### Visits

Feb	2016	600,449	20%	YTD	2016	1,194,490	24%
	2015	499,241			2015	961,421	

#### Room bookings

Feb	2016	258	94%	YTD	2016	499	107%
	2015	133			2015	241	

### Collections

#### Physical items acquired

Feb	2016	20,211	9%	YTD	2016	42,388	1%
	2015	18,531			2015	41,934	

#### Physical collection size

Feb	2016	1,639,492	-8%				
	2015	1,780,207					

#### Expenditure on physical items

Feb	2016	357,935	-24%	YTD	2016	819,929	-7%
	2015	473,355			2015	880,762	

#### Total expenditure

Feb	2016	592,253	-1%	YTD	2016	1,893,712	-3%
	2015	598,537			2015	1,954,873	

### Circulation

#### Total checkouts

Feb	2016	1,333,477	2%	YTD	2016	2,677,643	0%
	2015	1,305,481			2015	2,675,955	

#### ...physical items

Feb	2016	1,137,344	1%	YTD	2016	2,288,258	-1%
	2015	1,131,525			2015	2,314,209	

#### ...digital items

Feb	2016	196,133	13%	YTD	2016	389,385	8%
	2015	173,956			2015	361,746	

### Connectivity

#### Computer sessions

Feb	2016	74,977	18%	YTD	2016	147,753	17%
	2015	63,695			2015	126,478	

#### Wireless sessions

Feb	2016	46,014	34%	YTD	2016	90,650	35%
	2015	34,406			2015	67,243	

### Website & Catalogue

#### Website ...sessions

Feb	2016	618,973	-19%	YTD	2016	1,271,829	-19%
	2015	760,597			2015	1,572,589	

#### ...pages viewed per session

Feb	2016	1.93					
-----	------	------	--	--	--	--	--

#### Catalogue ...sessions

Feb	2016	442,532	3%	YTD	2016	905,896	0%
	2015	430,963			2015	909,872	

#### ...pages viewed per session

Feb	2016	6.25					
-----	------	------	--	--	--	--	--

### Social Media

#### Followers

Feb	2016	29,070	22%				
	2015	23,848					

Facebook, Twitter, Instagram & LinkedIn

### Holds (daily average)

#### Active holds

Feb	2016	205,572	22%				
	2015	168,176					

#### Patrons with active holds

Feb	2016	40,417	21%				
	2015	33,460					



## Monthly Overview of Community Libraries February 2016

	New Members		Visits		Physical Resource Check Outs		Computer Sessions		Wireless Sessions		Average No. Holds Filled Per Day		Programs in the Library		Programs in the Community	
	Feb 2015	Feb 2016	Feb 2015	Feb 2016	Feb 2015	Feb 2016	Feb 2015	Feb 2016	Feb 2015	Feb 2016	Feb 2015	Feb 2016	Feb 2015	Feb 2016	Feb 2015	Feb 2016
Alexander Calhoun	549	376	15,242	17,531	35,251	36,786	1,441	1,849	1,124	1,477	253	293	44	67	5	8
Bowness	227	178	7,028	6,410	14,794	15,012	1,287	1,397	236	477	90	104	43	18	7	6
Central	2,409	2,118	86,506	96,876	64,270	61,006	17,709	19,276	6,521	7,598	421	480	131	151	42	36
Country Hills	1,686	700	35,716	39,168	60,155	60,377	2,626	3,651	2,474	3,486	304	340	64	84	0	2
Crowfoot	1,675	978	39,891	44,541	100,598	102,962	3,550	4,507	3,354	5,271	581	721	90	110	2	13
Fish Creek	1,960	940	34,812	41,071	78,876	82,134	3,495	4,129	2,702	3,758	515	567	98	109	8	14
Forest Lawn	1,016	518	18,300	18,627	28,996	25,053	4,161	4,765	1,684	1,810	137	137	74	65	33	11
Glenmore Square	306	166	7,630	7,950	13,105	12,757	1,355	1,514	327	799	82	89	30	26	9	2
Judith Umbach	689	410	19,176	33,305	37,792	36,976	2,764	3,304	1,488	2,040	269	266	61	66	10	19
Louise Riley	538	402	26,090	30,056	46,648	48,326	2,526	3,036	1,488	2,108	410	418	49	52	12	18
Memorial Park	221	191	7,464	9,353	12,013	10,427	1,270	1,656	546	801	139	137	13	15	7	5
Nose Hill	715	451	30,079	30,153	64,174	60,293	2,827	3,160	1,491	2,207	418	418	75	58	1	5
Saddletowne	1,503	656	40,412	47,214	36,661	34,365	5,126	6,366	2,795	3,402	105	118	58	66	13	24
Shaganappi	220	122	8,053	7,576	14,726	13,688	1,253	1,203	500	618	106	121	48	17	3	8
Shawnessy	2,062	847	30,871	48,457	79,390	80,374	3,970	4,640	3,648	4,323	501	563	89	83	12	19
Signal Hill	1,265	708	31,897	36,725	75,660	77,926	2,905	3,343	1,414	2,123	471	542	77	80	11	1
Southwood	570	302	14,317	15,737	34,227	32,991	1,404	1,820	664	930	276	296	48	52	7	17
Village Square	1,123	594	26,581	36,394	35,875	36,622	4,026	5,361	1,950	2,786	163	176	71	72	29	23
<b>TOTAL</b>	18,734	10,657	480,065	567,144	833,211	828,075	63,695	74,977	34,406	46,014	5,240	5,784	1,163	1,191	211	231





Report to the  
Calgary Public Library Board  
March 30, 2016  
**2015 Audited Financial Statements Report**

**I. ISSUE**

Review of Draft Audited Financial Statements for the year ended December 31, 2015.

**II. BACKGROUND**

Representatives from Deloitte will be in attendance at the Board meeting to present their report and review the results of their audit.

**III. RECOMMENDATIONS**

That the Calgary Public Library Board:

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

Elrose J Klause, CMA  
Controller and Director, Financial Services

Attachments:

1. Year-end Communication to the Calgary Public Library Board (separate attachment)
2. 2015 Draft Audited Financial Statements (separate attachment)
3. Oversight of the External Auditor: Guidance for Audit Committees (online)
4. Annual Assessment of the External Auditor: Tool for Audit Committees (online)



Report to the  
Calgary Public Library Board  
March 30, 2016  
**Consolidation of Capital Reserves**

**I. PURPOSE**

This report to the Calgary Public Library Board is to recommend the consolidation of three existing capital reserves into one reserve.

**II. BACKGROUND and PREVIOUS DIRECTION**

The Library currently has three reserves. All of these reserves are designed to fund future capital funding needs.

The oldest of these is the Replacement Reserve, which was created to designate funding to cover planned replacement of, or renovations to, vehicles, furniture and equipment, and buildings. The Automation Reserve was created to fund the needs of replacing or enhancing the growing list of automated services being provided by the Library. A final Reserve was created to establish a funding source for new (additional) Library opportunities as an alternative to using debt to finance these purchases. The last significant use of these funds in this reserve was to match funding provided by the provincial and municipal governments for the expansion of the Signal Hill Library. All three funds have balances remaining in them.

The funds in the capital reserves grew through an annual operating allocation of funds into the reserve as part of the annual operating budget, by Board approval designating year end cash surplus use, and from external sources, such as grants, donations, sale of capital assets, or insurance pay outs. Each reserve is funded separately through Board motions and funds are not interchangeable between reserves, unless approved by the Board through a new motion.

Prior to the 2012–2014 budget cycle, The City of Calgary assisted the Library with the creation of an Asset Management Plan. Based on the business plans that used the Asset Management Plan data to substantiate the need for life cycle funding, The City of Calgary approved \$11.6 million to fund Library life cycle capital needs. This funding was used for the roof replacement and other significant work at Fish Creek, and for building life cycle projects in other Library locations.

Additional, less restrictive, funding was approved by The City for the 2015–2018 capital budget cycle, providing the Library with \$3.137 million annually through 2018. The Library has access to this funding for capital projects that are not tied to buildings and their life cycle. These funds can be used to grow the fleet, enhance wireless capability, automate additional services, and provide the infrastructure for new services tied to the Strategic Plan, as well as for additional building requirements in excess of the previous budget cycle's carry forward amount.

With the confirmation of the capital funds from The City, the former transfer from the Library's operating budget to fund capital purchases was reduced to the amount specifically allocated by The City to ensure the Asset Management Plan was continually updated. Consequently, the amount of money being added to the existing reserves has decreased substantially.

In January 2015, the Board approved a four year capital spending plan that also departed from approving individual projects designated by reserves. The necessity of separately tracking

individual reserves appears to be redundant based on the current practices of planning all capital projects jointly, and using City Capital Budget funds to reimburse the Library's capital expenditures.

### **III. SIGNIFICANT CHANGE**

The merger of the three capital reserves into one capital reserve would allow capital funds to be spent on the highest need and not remain in a reserve that may have less use for them. The replacement reserve has a balance that has remained high because building life cycle costs have been largely funded through The City in the past several years, while the Automation Reserve has been declining. Combining the reserves will allow funds to be directed to where they are needed most and simplify the process of funding capital purchases. Previous Board direction has also been to maintain a minimum balance in each reserve. These balances are so small that they have become meaningless. To simplify administration of the use of the reserves we are also asking the Board to not place a minimum on the new consolidated reserve.

### **IV. RISK ASSESSMENT**

All of the existing reserves contain funds allocated for specific purposes. Combining the reserves into one reserve will remove these preexisting allocations.

The increase in capital funding approved by The City's budget process will allow the Library to meet its capital funding needs for the 2015–2018 budget years. There is no certainty that this funding will continue beyond 2018. This is an overall risk and not directed to any one of the existing reserves in particular.

### **V. RECOMMENDATION**

That the Calgary Public Library Board approve:

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

Elrose J Klause, CMA  
Controller and Director, Financial Services

Report to the  
Calgary Public Library Board  
March 30, 2016  
**Capital Expenditure Forecast Update**

**I. ISSUE**

This report will present a review of the Capital Expenditure Forecast, which was originally approved in January 2015.

**II. BACKGROUND and PREVIOUS DIRECTION**

A four year Capital Expenditure Forecast was approved by the Calgary Public Library Board after review by the Audit and Finance Committee in January 2015. The expenditure plan, using known capital funding sources, was created to allow strategic goals to be met, including having each community library attain the calibre of the New Central Library and expanding the presence of the Library into Calgary's neighbourhoods.

Unlike prior years, the capital spending plan included all capital expenditures planned for the years 2015-2018, summarized only by type of expenditure. These categories are buildings, furniture and equipment, and vehicles. Previously separate reports were presented that matched planned expenditures to funds available in each of the Library's capital reserves. A separate report is requesting consolidation of these funds into one capital reserve to better match the new direction in funding the Library's capital needs.

After the initial year's execution of this expenditure plan, an update is being presented to highlight the accomplishments of the first year. Not all expenditures were made as initially planned due to a variety of factors. The expenditures in 2015 were less than had been forecasted for that year, as many projects have carried forward into 2016. Attachment 1 shows how funds were spent and how the remaining funds are being allocated for the remaining three years.

**III. ASSESSMENT**

The known sources of funding and the capital expenditures continue to be in alignment over the three years remaining. There have been no significant changes in what expenditures are to be made; however, the timing has changed for some of these items.

**IV. RISK ASSESSMENT**

The known sources of funding are finite, and new funds to pay for ongoing needs are not secure after 2018. Funding for projects not on the list will be difficult without changing the scope of some of the projects listed.

**V. RECOMMENDATION**

That the Calgary Public Library Board receive the updated Capital Expenditure Forecast as presented in Attachment 1.

Elrose J Klause, CMA  
Controller and Director, Financial Services

Attachment 1: Updated Capital Expenditure Forecast

Updated Capital Expenditure Forecast

Capital Expenditure Forecast			29-Feb-16		Attachment 1: Updated Capital Expenditure Forecast		
Asset Class	Program Name	Program Detail	2015 Approved Projects	2015 Total Expenditures	2016 Approved Projects	2017 Planned Expenditures	2018 Planned Expenditures
Buildings							
	Self-Managed Facilities						
		Bowness (710)	-	100		-	-
		Central (830)	-	363,081		-	-
		Calhoun (610)	-	(10,194)		-	-
		Country Hills (612)	450,000	93		400,000	-
		Crowfoot (505)	1,035,000	347,867	-	800,000	-
		Fish Creek (510)	-	(4,761)		-	-
		Forest Lawn (615)	425,000	1,170,246		-	-
		Glenmore Square/Quarry Park (745)	-	161		-	-
		Louise Riley (620)	-	1,963		-	-
		Memorial park (750)	125,000	1,158	100,000	-	-
		Nose Hill(520)	-	161,318	1,500,000	-	-
		Saddletowne (660)	-	87		-	-
		Shawnessy (632)	-	69,646		-	-
		Signal Hill (635)	-	1,455		-	-
		Southwood (640)	-	981		-	-
	Judith Umbach Library	Judith Umbach Library (650)	400,000	550,922		-	-
		Village Square (530)	-	22,734	-	850,000	
		Small Project Contingency	400,000	-	400,000	400,000	400,000
		NCL @ Central Pilot Projects	40,000	-	-	-	-
		Central Basement (Flood Recovery)	440,000	992,980		-	-
	Self-Managed Facilities Sub Total		3,315,000	3,669,836	2,000,000	2,450,000	400,000
	Shared Facilities						
		Country Hills Air Handling	200,000	236,468	-	-	-
	Shared Facilities Sub Total		200,000	236,468	-	-	-
	Asset Management						
		Facility Condition Assessment	-		400,000		
	Asset Management Sub-Total		-		400,000	-	-
	New Libraries						
		Westbrook (770)	1,250,000	533,144	1,700,856	-	-
		Quarry Park (745)	-	-	-	-	-
		Rocky Ridge	-	-	-	-	-
		Seton	-	-	-	-	-
		Symon's Valley	-	-	-	-	-
	New Libraries Sub Total		1,250,000	533,144	1,700,856	-	-
			-				
Buildings Sub-Total			4,765,000	4,439,447	4,100,856	2,450,000	400,000
Vehicles							
	Replacement						
		Delivery Trucks	60,000	41,803	55,000	55,000	60,000
		Library To Go	-	-	-	-	-
		General Purpose Vehicle	60,000	-	25,000	-	-
	Sub-Total Replacement Vehicles		120,000	41,803	80,000	55,000	60,000
	New						
		Delivery Trucks	-	-	-	-	60,000
		Library To Go	250,000	192,344	320,000	-	-
		General Purpose Vehicle	180,000	157,770	-	-	-
	Sub-Total New Vehicles		430,000	350,114	320,000	-	60,000
Vehicles Sub-Total			550,000	391,917	400,000	55,000	120,000
Furniture & Equipment							
	Shelving Enhancements						
		Bowness (710)	100,000	84,583	-	-	-
		Central (830)	15,000	12,098	-	-	-
		Calhoun (610)	190,000	191,887	-	-	-
		Country Hills (612)	327,000	-	-	290,000	-
		Crowfoot (505)	572,000	490	350,000	-	-
		Fish Creek (510)	7,000	-	-	-	-
		Forest Lawn (615)	190,000	103,691	-	-	-
		Quarry Park (745)	-	-	-	-	-
		Louise Riley (620)	195,000	153,975	-	-	-
		Memorial park (750)	75,000	-	-	-	-
		Nose Hill (520)	6,000	-	-	-	-
		Saddletown (660)	310,000	204,826	-	-	-
		Shawnessy (632)	363,000	216,461	-	-	-
		Signal Hill (635)	363,000	617	210,000	-	-
		Southwood (640)	157,000	113,416	-	-	-
		Judith Umbach Library (650)	175,000	155,708	-	-	-
		Village Square (530)	310,000	2,145	-	290,000	-
		Westbrook (770)	-	108,701	-	-	-
	Sub-Total Shelving Enhancement		3,355,000	1,348,598	560,000	580,000	-
			-				
	Shelving Replacement AD						
		Calhoun (610)	30,000	-	-	-	-
		Fish Creek (510)	775,000	-	850,000	-	-
		Memorial park (750)	25,000	-	-	-	-
		Nose Hill (520)	500,000	181,130	418,870	-	-
		Quarry Park (745)	-	-	603,673	-	-
		Westbrook (770)	200,000	-	4,000	-	-
	Sub-Total Shelving Replacement Adult		1,530,000	181,130	1,876,543	-	-
	Shelving Replacement CH						
		Bowness (710)	8,000	-	8,050	-	-
		Central (830)	6,000	-	-	-	-
		Calhoun (610)	14,000	-	25,000	-	-
		Country Hills (612)	30,000	-	30,000	-	-
		Crowfoot (505)	50,000	-	30,000	-	-
		Fish Creek (510)	35,000	-	45,000	-	-
		Forest Lawn (615)	12,000	-	-	-	-
		Quarry Park (745)	-	-	-	-	-
		Louise Riley (620)	18,000	-	15,000	-	-
		Memorial park (750)	-	-	-	-	-
		Nose Hill (520)	24,000	-	24,000	-	-
		Saddletown (660)	26,000	-	15,000	-	-
		Shawnessy (632)	39,000	-	39,000	-	-
		Signal Hill (635)	39,000	-	39,000	-	-
		Southwood (640)	13,000	-	-	-	-
		Judith Umbach Library (650)	12,000	-	-	-	-
		Village Square (530)	20,000	-	20,000	-	-
		Westbrook	6,000	-	-	-	-
	Sub-Total Shelving Replacement Childrens		352,000	-	290,050	-	-
	Furniture Enhancement						
		Bowness (710)	-	-	-	-	-
		Central (830)	30,000	79,473	18,500	-	-
		Calhoun (610)	-	-	-	-	-

Capital Expenditure Forecast			29-Feb-16		Attachment 1: Updated Capital Expenditure Forecast		
Asset Class	Program Name	Program Detail	2015 Approved Projects	2015 Total Expenditures	2016 Approved Projects	2017 Planned Expenditures	2018 Planned Expenditures
		Country Hills (612)	30,000	3,338	-	85,000	-
		Crowfoot (505)	40,000	17,914	120,000	-	-
		Fish Creek (510)	-	3,551	25,000	-	-
		Forest Lawn (615)	18,000	141,028	-	-	-
		Quarry Park (745)	-	-	-	-	-
		Louise Riley (620)	10,000	3,338	5,000	-	-
		Memorial park (750)	8,000	-	15,000	-	-
		Nose Hill (520)	30,000	181,130	95,000	-	-
		Saddletown (660)	-	3,338	-	-	-
		Shawnessy (632)	10,000	3,338	-	-	-
		Signal Hill (635)	-	3,338	10,000	-	-
		Southwood (640)	8,000	2,585	15,000	-	-
		Judith Umbach Library (650)	15,000	56,309	-	-	-
		Village Square (530)	30,000	3,338	90,000	-	-
		Westbrook (770)	75,000	8,218	125,000	-	-
	Sub-Total Furniture Enhancement		304,000	510,237	518,500	85,000	-
	Enhanced Children's Space		-	-	-	-	-
		Bowness (710)	-	1,640	-	-	-
		Central (830)	30,000	1,640	-	-	-
		Calhoun (610)	-	1,640	-	-	-
		Country Hills (612)	15,000	1,640	10,000	-	-
		Crowfoot (505)	30,000	1,640	30,000	-	-
		Fish Creek (510)	-	38,671	-	-	-
		Forest Lawn (615)	8,000	8,624	-	-	-
		Quarry Park (745)	-	1,640	-	-	-
		Louise Riley (620)	8,000	1,640	7,500	-	-
		Memorial park (750)	-	1,640	-	-	-
		Nose Hill (520)	15,000	1,640	15,000	-	-
		Saddletown (660)	8,000	1,640	15,000	-	-
		Shawnessy (632)	15,000	4,590	15,000	-	-
		Signal Hill (635)	15,000	1,640	15,000	-	-
		Southwood (640)	8,000	1,640	7,500	-	-
		Judith Umbach Library (650)	8,000	2,649	-	-	-
		Village Square (530)	15,000	3,232	-	-	-
		Westbrook (770)	-	1,640	-	-	-
	Sub-Total Enhanced Children's Space		175,000	79,087	115,000	-	-
	Enhanced Teen's Space		-	-	-	-	-
		Bowness (710)	-	-	-	-	-
		Central (830)	25,000	8,866	-	-	-
		Calhoun (610)	-	-	-	-	-
		Country Hills (612)	-	-	-	5,500	-
		Crowfoot (505)	15,000	-	12,000	-	-
		Fish Creek (510)	-	-	-	-	-
		Forest Lawn (615)	6,000	-	5,500	-	-
		Quarry Park (745)	-	-	-	-	-
		Louise Riley (620)	-	-	-	-	-
		Memorial park (750)	-	-	-	-	-
		Nose Hill (520)	10,000	-	10,000	-	-
		Saddletown (660)	-	-	5,500	-	-
		Shawnessy (632)	6,000	-	5,500	-	-
		Signal Hill (635)	6,000	-	5,500	-	-
		Southwood (640)	-	-	-	-	-
	Judith Umbach Library	Judith Umbach Library (650)	-	-	-	-	-
		Village Square (530)	6,000	-	5,500	-	-
		Westbrook (770)	-	-	-	-	-
	Sub-Total Enhanced Teen's Space		74,000	8,866	49,500	5,500	-
	F&E Contingencies		-	-	-	-	-
		Furniture Replacement	150,000	55,916	244,084	150,000	150,000
		Wayfinding	150,000	44,786	50,000	50,000	50,000
		Security	50,000	-	50,000	50,000	50,000
		Basement Furnishings	170,000	174,602	-	-	-
	Sub-Total F&E Contingencies		520,000	275,303	344,084	250,000	250,000
	IT Lifecycle		-	-	-	-	-
		Network Equipment	100,000	51,595	85,000	185,000	85,000
		Data Centre Equipment	450,000	362,744	810,000	300,000	160,000
		Communication Equipment	39,000	-	39,000	250,000	40,000
		Desktop Equipment	365,000	603,224	375,000	405,000	395,000
		Self Checkout Equipment	75,000	68,024	150,000	75,000	75,000
		Sorting Equipment	30,000	38,100	30,000	30,000	30,000
	Sub-Total IT Lifecycle		1,059,000	1,123,688	1,489,000	1,245,000	785,000
	IT New		-	-	-	-	-
		Network Equipment	-	68,646	-	-	-
		Data Centre Equipment	-	-	-	-	-
		Communication Equipment	60,000	8,200	10,000	10,000	15,000
		Desktop Equipment	-	23,784	30,000	-	-
		Self Checkout Equipment	-	21,376	-	-	-
		Sorting Equipment	750,000	747,237	521,533	-	-
	Sub-Total IT New		810,000	869,244	561,533	10,000	15,000
	IT Application Lifecycle		-	-	-	-	-
		ILS	30,000	-	30,000	30,000	30,000
		HRIS	30,000	-	30,000	30,000	350,000
		Accounting	20,000	-	20,000	20,000	20,000
		Building Operations	10,000	-	10,000	40,000	10,000
	Sub-Total IT Application Lifecycle		90,000	-	90,000	120,000	410,000
	Furniture & Equipment Sub-Total		8,269,000	4,215,024	5,894,210	2,295,500	1,460,000
	Grand Total Planned Expenditures		13,584,000	9,046,388	10,395,066	4,800,500	1,980,000
	Cash Required		-	-	-	-	1,440,150
		Carry Forward from prior year	-	-	-	-	-
		Assumed Completion Rate	0.8	1.0	1.0	0.7	1.0
		Cash Required	10,867,200	9,046,388	10,395,066	3,360,350	3,420,150
		Amount to Carry Forward	2,716,800	-	-	1,440,150	-
	Cash Available		-	-	-	-	-
		Carry Forward Reserves	6,000,000	6,729,855	4,570,667	60,020	61,670
		Insurance Settlement	500,000	580,970	-	-	-
		Previous Lifecycle Funding	3,800,000	4,000,000	1,918,746	-	-
		Allocation from Operating	775,000	775,000	-	-	-
		Asset Management Allocation	225,000	225,000	225,000	225,000	225,000
		Current Lifecycle Funding	3,137,000	3,137,000	3,137,000	3,137,000	3,137,000
		Quarry Park Multipurpose Facility City Funding	-	-	603,673	-	-
		Interest earned	-	76,382	-	-	-
		Total Funds Available	14,437,000	15,524,207	10,455,086	3,422,020	3,423,670
	Surplus of Cash Available over Required		3,569,800	6,477,820	60,020	61,670	3,520



Report to the  
Calgary Public Library Board  
March 30, 2016  
**Annual Risk Review**

## **I. ISSUE**

The purpose of this report is to provide an annual review of categories previously identified by the Calgary Public Library as presenting the greatest risk to the Library in meeting its strategic objectives. There will also be an opportunity for Library Administration and the Committee to discuss possible emerging risks that have not been previously identified as significant.

## **II. BACKGROUND**

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

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

Library administration committed to providing quarterly risk updates to the Audit Committee. These reports monitor the current state of each risk category. In addition, an annual examination was to be presented, which discussed the ongoing relevance of these categories, and an analysis of the difference between the pre- and post-mitigation impact of each item. This is the first annual report to the Calgary Public Library Board after initial review by the Audit Committee.

The following categories have been and still are considered to contain the highest level of risk to the achievement of the Library's strategic objectives:

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

Each category contains a number of factors that have been analyzed to determine the risk to the Library if there were no mitigation controls in place, and what the risks are after mitigation controls are in place. A heat map has been created to show the results of this analysis (Attachment 1).

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

Using qualitative and quantitative analysis, the significant risks in the risk categories of the Strategic Level Risk Register have been analyzed to ensure that the level of risk remains acceptable for the purposes of achieving strategic outcomes, and that mitigation to reduce the level of risk has been applied where appropriate and practical. The analysis is drawn from many sources, including Board reports and motions, the incident reporting system, analysis of health and safety data through the Human Resources department and the Library's Joint Health & Safety Committee, financial monitoring, and other sources. Each member of the Executive Leadership Team has contributed to ensuring the success of this process.

### **IV. ASSESSMENT**

The categories previously presented as containing the highest risk factors to the achievement of the Library's strategic objectives remain valid. A few changes have occurred since the last heat map was presented in November 2015.

While we attempt to use available data, many determinations remain very subjective. The changes that occurred in the Before Mitigation column are due to more experience in assessing the risk factors coupled with changing points of view (subjectivity). The changes that occurred in the After Mitigation column are based on the most recent data available, as well as additional experience in assessing these risks.

### **V. RISK ASSESSMENT**

The Library builds risk assessment into new initiatives and ongoing services. Some risks are easily identifiable and thus easily mitigated. However, the assessment of some risks is based on common sense and can be very subjective. Unlike other disciplines, there are few rules or measures to guide either Library Administration or the Board. Ongoing monitoring and analysis of new developments is always required.

### **VI. RECOMMENDATION**

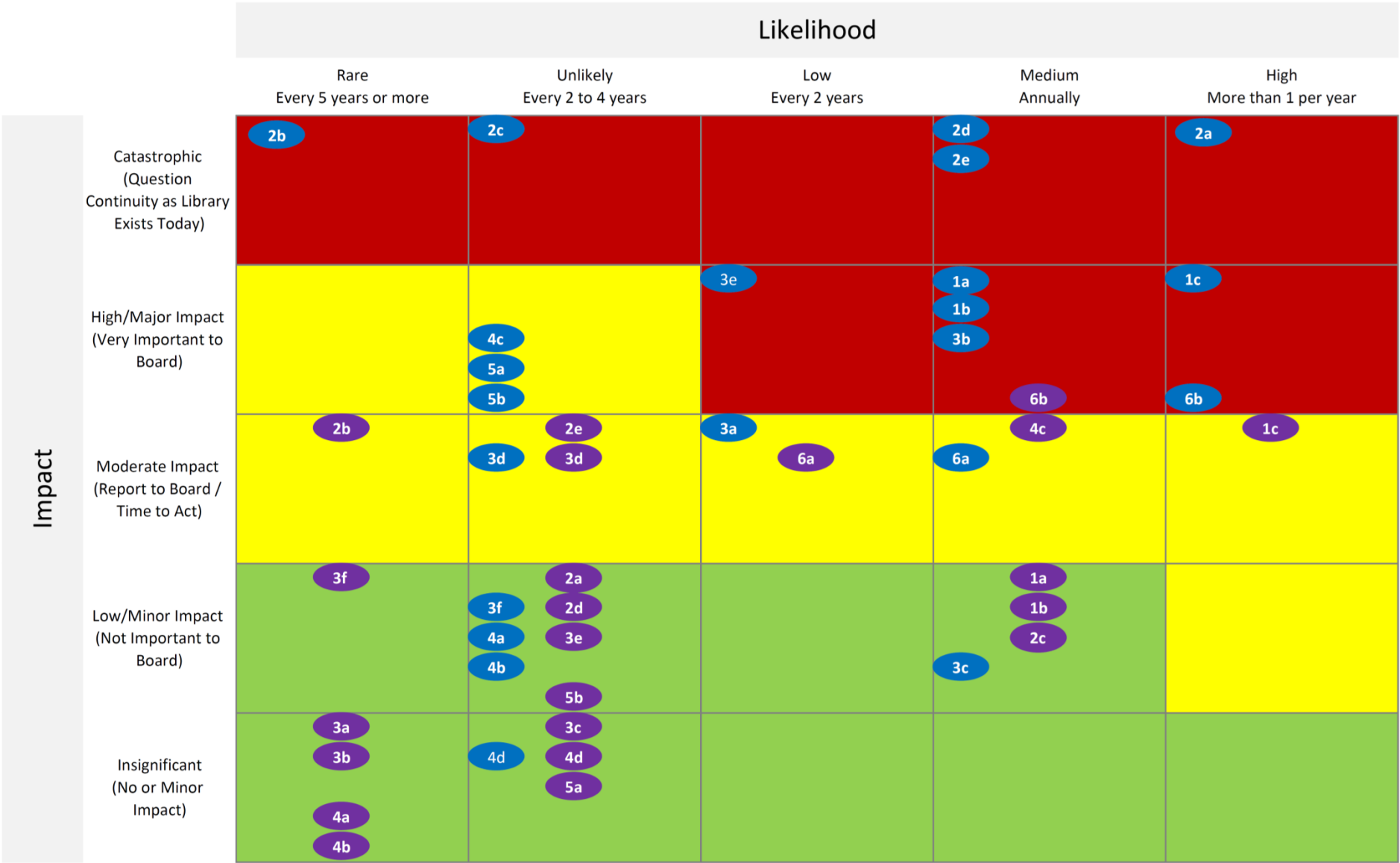
That the Calgary Public Library Board receive the Annual Risk Review for discussion and information.

Elrose J Klause, CMA  
Controller and Director, Financial Services

Attachments

1. Heat Map

Annual Risk Review  
Heat Map



Conditions

Before Mitigation

After Mitigation

1 Strategy

a Members/capital - quarterly count

b Customer Satisfaction

c Community Partner Involvement in Programs

2 Finance

a Fraud

b Funding

c Allocation of Resources

d Planned Operating Expenditures

e Planned Capital Expenditures

3 People

a Reputation Impacts

b Staff Engagement

c Vacancy Rate

d Recruitment Time for Senior Positions

e Recruitment Time for Other Positions

f Availability of Volunteers

4 Operations

a Building Visits

b Website and catalogue sessions

c Facility Availability

d Relationships with Partners in Joint Facilities

New Central Library

5

a Transition in Service

b Reputation Maintained

Safety / Security

6

a Incidents at Community Libraries

b Incidents at Central Libraries



Report to the  
Calgary Public Library Board  
March 30, 2016  
**Report of the Strategy and Community Committee Meeting**  
**March 14, 2016**

**In Attendance:**

**Board** Ms. Catherine Angus, Ms. Judy Gray, Ms. Janet Hutchinson

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

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

As a follow up to the work from the last S&C meeting related to the advocacy and the list of action items reviewed at the February Board meeting, Bill suggested a periodic report on Board members' advocacy activities would be helpful. Catherine noted that from the last Board meeting the Governance Committee will be creating an integrated action list for advocacy, integrating the board retreat outcomes with the philanthropy actions from the Foundation training session with Vincent Duckworth. This integrated list ("Advocacy Action Plan") can then be stewarded by the S&C Committee with a monthly checkpoint on progress added to the work plan. One of the first action items on the list includes the discussion of advocacy capabilities and preferences at Janet's annual one-on-one mid-year review meetings.

	<b>Action items arising</b>	<b>Person Responsible</b>	<b>Deadline</b>
1	Add "Steward Advocacy Action Plan" to the S&C Workplan	Catherine/Mark	April 11

**II. Update on Risk Management in Joint Use Facilities**  
*- Mr. Paul Lane, Director, Strategic Services*

Discussion on this topic has focused on managing uncertainty. It is Paul's belief that operating relationships with both The City and other partners in joint facilities are healthy; there are no unmitigated risks or concerns in the current situation. Legal counsel has suggested that the Library work toward improved documentation that better describes the Library's rights and obligations in these buildings. However, there can be advantages to some ambiguity. The City appears to see the situation in much the same light. As evidence that the City clearly respects the Library's occupancy rights in its buildings, Bill noted that The City asked for the Library's permission to introduce the Fair Entry Program at the Village Square Library, a library within a joint facility.

The recreation complex at Quarry Park is an example of The City's preferred model going forward, wherein the YMCA is operator and leases the entire facility from The City and

subleases space to the Library. A 15 year lease, including renewal options, is currently being reviewed for Quarry Park. The agreement will be the template for Seton and Rocky Ridge. A sticking point is utility costs, which are currently calculated according to the percentage of square footage occupied by the Library in the facility. Such a formula for the division of utility costs does not favour the Library in facilities such as South Fish Creek (which houses the Shawnessy Library), because the Library typically uses considerably less energy than recreation facilities with pools and arenas. The Library's lease at Westbrook LRT Station will be unique, since the space is operated by Calgary Transit, not The City of Calgary.

**III. Strategic Opportunity with Wordfest**  
*- Ms. Janet Hutchinson, Board Chair*

In accordance with Section 16(1)(a) of the Freedom of Information and Protection of Privacy Act, and Section 16 of the Calgary Public Library Board Procedure Bylaw, the Committee moved in-camera and rose without reporting.

	Action items arising	Person Responsible	Deadline
1	Discussion will take place in camera at the March Board meeting	Janet	March 30

Catherine Angus  
Chair, Strategy and Community Committee

## **Calgary Public Library Board Naming Policy**

Recognizing that the long-term resourcing of the Library through philanthropy is vital to the services it provides to Calgarians, the Board supports the ongoing practice of entering into naming rights agreements with donors where such relationships are mutually beneficial and are consistent with the guidelines set in this policy.

Under the conditions of this policy, the Calgary Public Library Foundation will pursue such agreements on behalf of the Library.

The Library will not enter into a naming rights agreement for the entirety of a Library facility with a for-profit corporation or commercial enterprise.

In judging the suitability of a naming rights proposal, the following will be considered:

- The significance of the proposed financial contribution in relation to the project
- The urgency of the need for the project, or of funding for the project
- The reputation and integrity of the donor whose name is proposed
- The acceptability of the donor from the perspective of current community standards
- The history of the donor's support of libraries and literacy
- The donor's compatibility with, understanding of, and support for the Library's mission and mandate

All naming rights agreements will be for a fixed term taking into account the local philanthropic climate and leading philanthropic practices.

Naming agreements valued at less than \$1 million require the approval of the Chief Executive Officer. Naming agreements valued at \$1 million or more require the approval of the Board.

When the Board has approved the naming of a library facility, it will provide relevant information to the City.

The Library will not relinquish to the naming rights holder any aspect of the Library's right to manage and control any of the Library's assets, facilities, programs, services, staff, or volunteers.

The name only, and not the logo, of a donor will be used on any signage identifying Library facilities. This is in order to protect the integrity of the Board and the Library's brand, limit confusion over the nature of facilities, and avoid the perception of advertising. Logos may be used on recognition or dedication plaques, provided they are tasteful and appropriately sized.

To maintain the value of naming rights, the Library, in moving forward, will recognize the extraordinary contributions of Board Members, staff, volunteers, and community leaders in unique recognition programs that do not involve the naming of buildings, their elements, or other tangible assets.





**Calgary Public Library Foundation  
External Relations Committee Mandate**

Objectives:

- 1) Ensures Gift Intention meets Library Board Naming Policy and Foundation Giving Guidelines
- 2) Informs both the Boards about the gift intention

**Process for Donor Recognition through Naming**  
November 2014

