



CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, November 30, 2016
2nd Floor Boardroom, Central Library



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- I. **Chair's Opening Remarks**
- II. **Review of Agenda**
- III. **Consent Agenda (5 minutes)**
 - A. Minutes of the October 26, 2016 Board Meeting ...2
 - B. Minutes of the November 16, 2016 Board Organizational Meeting ...10
 - C. Chair's Report ...14
- IV. **Business Arising**
 - A. Business Arising from the Minutes
- V. **Chief Executive Officer's Report (2 minutes)** ...16
- Mr. Bill Ptacek, CEO Information
 - A. Numeracy Programming – MathQuest (5 minutes) verbal
- Ms. Kate Schutz Information
- VI. **Report on Board Retreat (5 minutes)**
 - A. Report of the November 18-19, 2016 Meeting ...verbal
- Ms. Judy Gray Information

Discussion (10 minutes)
- VII. **Strategic Planning Overview (20 minutes)**
 - A. **Strategic Plan 2019+ Process & Deliverables** ...26
- Ms. Lori Chmara and Mr. Paul Lane Information

Discussion (15 minutes)

VIII. Calgary Public Library Foundation Board (5 minutes)

- A. Report of the November 15th, 2016 Meeting
- *Mr. Rob Macaulay, Board Representative*

verbal
Information

IX. Other Business

X. Adjournment

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

Nov 4	Bob Edwards Gala
Nov 5	EPL-CPL Board meeting
Nov 10	Strategic Planning process meeting
Nov 14	Welcome coffee with Frank Durnford
Nov 15	Foundation Board Meeting
Nov 16	Board Organizational Meeting
Nov 18-19	Board Retreat
Nov 22	Monthly Board Agenda meeting with Bill
Nov 25	Staff Appreciation Event

Janet Hutchinson
Board Chair

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

GOVERNMENT RELATIONS

On Saturday, October 29th, Southwood Library celebrated its 50th birthday. Mayor Nenshi, MLA Anam Kazim (Calgary-Glenmore), Brian Pincott (Councilor, Ward 11), CPL Board Member Shereen Samuels and CEO Bill Ptacek extended their warm wishes during the official ceremony which ended with the crowd all singing "Happy Birthday." It was a great demonstration of community and the point was included in all of the elected officials' remarks. Over 600 children, teens, parents and seniors took part, many arriving when the Library first opened and remaining until the festivities ended at 4:00 pm. The well-organized entertainment and activities were non-stop at this party. A typical Saturday would have 533 visitors to that library. For the day of the party there were 1118 visitors.



The Library Services Branch held their semiannual "Nodes Meeting" which includes the CEO and Board Chair from the municipal libraries in the province. Catherine Angus represented the Calgary Board. In the midst of the updates from the Province, we learned that an additional position for a First Nations representative would require a change in the Library's Act. The "Branch" does not seem inclined to make any changes to the Act at this time. In our subsequent meeting with the Edmonton Public Library Board, we heard that such a change might be possible through the upcoming amendments to City Charters.

On the same day as the Nodes meeting, the Calgary Public Library hosted a number of events at the Central Library. A debate between Councillors Keating and Woolley around the proposed Green Line was arranged by the University of Calgary Debate Society. Just prior to the debate that was held on the Main floor, Mike Myers came into the space to place his Lego Likeness into the New Central Library Lego model. Councillor Woolley was on hand for that “placing.” Myers went on to the John Dutton Theatre for a Wordfest sponsored program featuring his new book, *Canada*.



The City has purchased from Genesis Corporation a large parcel (seven acres) in the Sage Hill community in Northwest Calgary. Among other occupants, the site will accommodate a new Library. The City’s Corporate Properties Division, now known as Facilities Management has hired Yang Xiaoyi, a planner who previously worked for Genesis, to lead a process to master plan the site. While there are many possibilities for site partners, the Library, through the City’s collection of developer fees, and Transit, which will build a Park and Ride, are the only occupants with funding for the development. Schools, housing, Alberta Health Services and Parks were represented at the initial chartering meeting for this effort.

In contrast, a process that has far fewer representatives around the table is the group looking into a redevelopment of the North Hill shopping center and the Louise Riley Library. The effort is being led by Councillor Druh Farrell and her staff. The Shopping center owner, Bentall Kennedy, the Library and the Hounsfield Heights Community Association are actively engaged in the discussion. The company that owns the nearby Sears property is declining at the moment to engage in the discussion. There will be a meeting of the above mentioned parties and other representatives of the City of Calgary on December 7th.

OPERATIONS

The **Idea Lab steering committee** met this month and despite the official launch being over, word of mouth about the space is spreading and new programming and partnership opportunities continue to come in: Momentum, CDLI, Futurepreneur, and Telus Spark have recently joined the committee.



We had the first **Ideation Calgary** event in the Idea Lab. Though it was the first snowfall of the year, there were still 20 eager participants who really deep dove into the civic challenge for the month, how to improve the street environment outside the library.

As reported last month, the Library has moved ahead with creating eAccess memberships for all CBE teachers and students. In total, as the Feature Number highlights, 129,515 eAccess memberships were created through this process, giving teachers and students alike access to the Library's e-resources using their familiar CBE username. Of course, many students and teachers already had Library memberships, so we are not counting all 129,515 eAccess memberships as new active memberships for the purposes of reporting. Instead, we crunched the numbers and determined how many of the eAccess memberships were completely new in the Library's database. Even though a large number of students and teachers already had memberships with the Library even before eAccess rolled out, this partnership with CBE has resulted in 28,580 new memberships, a substantial monthly increase. Students and teachers who now have two memberships, which are only counted once in our statistics, are welcome to use either one for access to the Library's suite of e-resources. Other North American cities who have instituted similar projects with their schools have encountered some resistance from some of the vendors. One service has refused to allow students to access their database through the local public library if they are using a computer located in a school. When Toronto was informed of this new stipulation, they cancelled their subscription to the service. Our Collections Department has not received any such notification.

The CBE eAccess numbers are highlighted also in the monthly overview. Most of the categories are continuing trends that we have seen throughout the year. The decline in visits by 5% compared to the system's 7% increase for the year is a reflection of no visits being recorded at Nose Hill during the renovation. This month we also began using a new method for collecting information on room bookings in the system. As of October 2016, we are able to collect statistics directly from our patron-facing room booking interface on the website, making our numbers more reliable and less time intensive to collect. October's room booking number shows a healthy increase over last year, pointing to the continuing success of free room bookings, a service to which the community has responded in tremendously positive ways.

The Nose Hill Library renovation is substantially completed. The public area has been significantly rearranged, an automated materials handling unit has been installed and more space has been developed for meetings and quiet study. On December 2nd the teachers from local schools will be on hand for a special breakfast and tour of the site along with a primer on the new eAccess and digital offerings from the Calgary Public Library. A special presentation wall will be installed later in December and an event to mark the renovation is in the works for early next year.



After an extensive search and recruitment process the Calgary Public Library has hired an Indigenous Communities Liaison. On January 16, 2017 Teneya Gwin will join the Service Design Lead team. Teneya has been working with Alberta's Indigenous communities for the past 9 years. She began her career working for a not-for-profit Indigenous company called TSAG helping Indigenous communities become involved with federally funded environmental programs. In 2008 she joined Stantec as a Project Manager and Community Engagement Consultant. Through her project work she successfully raised awareness around the importance of Indigenous engagement and cultural traditions and protocol. Since July 2016 she has been managing her own consulting company called Eleven Eleven Consulting Inc. Teneya shared that she is motivated to work in a role where she can focus on the initiatives relating to the Truth & Reconciliation Commission; building education and culture among Indigenous and non-Indigenous communities.

As we discussed at the Board Retreat, there will be times and issues that make some segment of our community unhappy as the library continues to grow and evolve. One such issue is around book clubs. The Library recently announced that Book Discussion Groups are being launched in January 2017. In particular, the Library is moving to a more flexible book discussion model that not only focusses on specific books, but also opens more opportunities for broader topic-based discussions that will be attractive to many Calgarians. The Library is introducing Book Discussion Groups in particular to engage more patrons in discussions around what they are reading. By pre-selecting and promoting specific titles, as well as having some topic-based discussions, we are hoping that many Calgarians who have not participated in this kind of activity before will be enticed to join in. In addition, the new Book Discussion Group format is aligned with the successful We Recommend initiative present in all Calgary Public Libraries that seeks to help match patrons' reading preferences (e.g. plot, character, place, or prose) with specific titles. Book Discussion Groups will offer patrons the opportunity to join a discussion at any community Library where a title or topic (e.g. best new mystery titles or favorite book with an unusual setting) is of particular interest to them.

Existing and long established book clubs that would prefer to continue to meet with their fellow members apart from the new Book Discussion Groups are encouraged to book a library meeting room at a time that best suits them, and this has raised some concerns with patrons who very much enjoy and are committed to the book clubs as they are currently comprised and run. We are responding individually to anyone expressing these or similar concerns. In particular, we have purposely scheduled the new Book Discussion Groups at new times so they would not conflict with the schedules of existing book clubs, to help ensure that existing book clubs could continue to book a room and meet regularly at a time that works for them currently. We are also working to ensure that book clubs have the information they need to book rooms and request book club bags through the Library's hold system.

The Great Plains Recreation Center on the far east section of Calgary recently opened. This privately managed facility is supported by the City of Calgary and finds many families spending a good deal of time there because of the availability of hockey ice time. The Library, while not formally a part of the center's building, has received permission to provide pop up service at that location with the Uni.



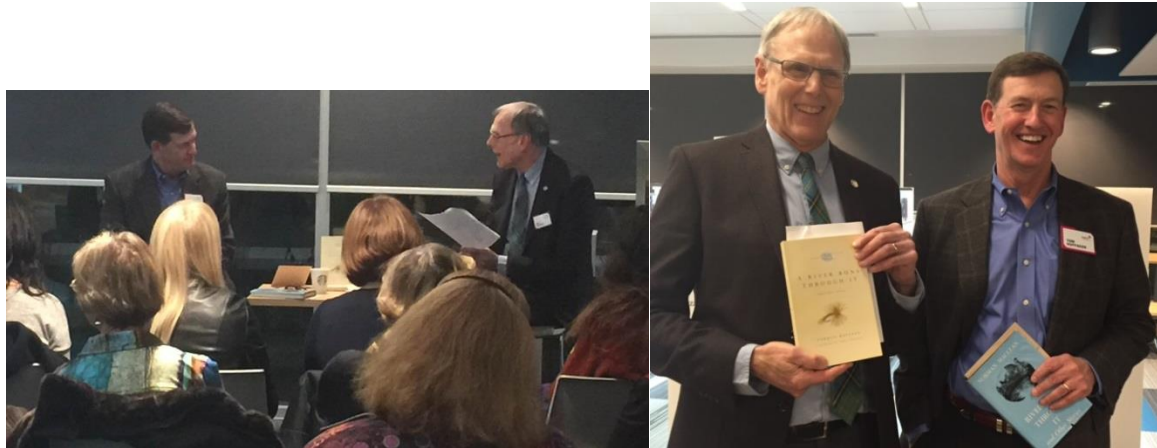
The staff at Fish Creek Library will use Uni to deliver library services at peak family times in the Center. This device was acquired this summer and used in Downtown Calgary. It is modeled on a concept that was first used by the New York Public Library to extend its services out to the nearby Bryant Park.

OTHER

The Bob Edwards Award Gala was a great success. The Foundation has identified over \$300,000 in net support from the event. The funded item – a new early literacy center for the Shawnessy Library – raised enough to begin work on that project. By the time of the event all tickets were sold. Mayor Nenshi gave the evening's MC, Brett Wilson, a not so subtle nudge toward making good on his significant contribution in light of the progress that the City Council is making with Uber. The evening's honoree, Bret Hart gave a heartfelt and emotional talk that referenced his family's connection to the Library. Next year is the 40th anniversary of the event and there is some consideration being given to working more closely with Wordfest. Ultimately the Foundation would like to have the Gala in the Shaik Family Welcome Gallery of the new Central Library.



We have been getting good reaction and attendance to the new series, Bill's Book Café. At Quarry Park in October we had over forty people on hand to hear Tom Huffaker of Imperial Oil talk about *A River Runs Through It* and the strong connection that book had to his family and his upbringing. In November, 25 people heard George Webber talk about his photography and its contribution to *Badlands* by Robert Kroetsch. That event took place on a Sunday afternoon at the Library's new pop up library in the Lido Building in Kensington. Next year there will be more events that feature a local celebrity and a general discussion of a book of their choosing. So far we have lined up Shelly Youngblut of Wordfest, David Ward of CKUA Radio, and Evan Woolley.



The Boards of Edmonton and Calgary Public Libraries met in Red Deer on November 5 to discuss a variety of matters. Diana Davidson, Director of the Public Library Services Branch for the Province of Alberta, shared information on the additional funding recently made available for the delivery of library services to on-reserve and on-settlement populations and provided an update on the Branch's priorities and initiatives for 2017, including the activities of Regional Library Sustainability Working Group. Opportunities for ALTA's involvement and action were identified. Diana also indicated that provincial government funding for public libraries is likely to remain stable for the 2017/2018 fiscal year. Her colleague, Jen Anderson, let Board members know that revisions to the Libraries Act are not contemplated in the short term, as focus continues on revisions to the Municipal Government Act, the second largest piece of provincial legislation. Work being done on City Charters will allow for different "rules" to be in place for cities, including, for example, an increase in the number of Library Board members, a topic brought up by Calgary and discussed briefly. Pilar and I provided highlights of recent library activities. The Boards will meet again at the annual conference of the library community in April, when, it is hoped, a spotlight can be shone on services to indigenous populations.

MISSION MOMENT

From a member of Central's staff

I was roving at the fire truck today and a boy was there with his nanny. I interacted with him a bit as I roved and he was super energetic. He yelled out, "There's a cat stuck in the tree, come on!" and started up the stairs to the reading nook. A little girl who was a bit shy had just arrived, so she started to climb up after him. He turned around and put a hand up. "No, girls can't be

firefighters, girls can't handle it." The girl turned back around to her mom as he clambered away. She said she didn't want to play anymore because she didn't like what the boy had said. As her mom was soothing her and saying that she could still play, we know he's wrong, etc., another mom who'd heard the exchange whipped her phone out and walked over. She held it out to the little girl. "What's this a picture of?" "Firefighters." "Are they girls or boys?" "Girls!" "Girls can be firefighters. Girls can handle anything boys can." And the girl ran and got a jacket and helmet and started playing with that mom's little boy, but the mom wasn't done. She showed the picture to the boy who'd said those things, and he was surprised. And then he asked her, "So are girls MORE powerful than boys?" And this mom explained that girls and boys are different but they can do the same things; girls are just as capable as boys. And the boy seemed to really hear her. She said to the little girl to remember what she'd told her, that girls can handle anything boys can. It was awesome, and I thanked her for stepping in the way she had. There was no scolding him or anything, just this lesson. But the best part? About ten minutes later, the shy little girl comes tromping down the stairs and exclaims, "I can handle anything!"

Bill Ptacek
CEO

Calgary Public Library

Monthly Overview

October 2016

Featured Number

CBE eAccess Memberships

Students	118,959	Note: overall membership increase is lower than these totals, as many students and teachers are already active Library members.
Teachers	10,556	
Total	129,515	

New Members

Oct 2016	39,092	235%	YTD 2016	130,044	11%
2015	11,654		2015	116,704	

Active users

Oct 2016	565,665	Sep 2016	531,040
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Programs & Outreach

Programs

...in the library

Oct 2016	1,353	10%	YTD 2016	11,039	21%
2015	1,235		2015	9,119	

...in the community

Oct 2016	295	-11%	YTD 2016	3,189	8%
2015	330		2015	2,954	

...for adults, seniors or all ages

Oct 2016	571	10%	YTD 2016	4,635	12%
2015	519		2015	4,146	

...for kids & teens

Oct 2016	1,077	3%	YTD 2016	9,593	21%
2015	1,046		2015	7,927	

Total number of programs

Oct 2016	1,648	5%	YTD 2016	14,228	18%
2015	1,565		2015	12,073	

Program participants

Oct 2016	30,530	-6%	YTD 2016	322,610	8%
2015	32,553		2015	299,815	

Library Space

Visits

Oct 2016	556,771	-5%	YTD 2016	5,586,962	7%
2015	583,228		2015	5,234,694	

Room bookings

Oct 2016	370	73%	YTD 2016	2,649	41%
2015	214		2015	1,877	

Collections

Physical items acquired

Oct 2016	17,412	-23%	YTD 2016	189,663	-11%
2015	22,626		2015	212,969	

Physical collection size

Oct 2016	1,461,708	-6%
2015	1,557,345	

Expenditure on physical items

Oct 2016	398,249	-3%	YTD 2016	3,900,379	-2%
2015	412,631		2015	3,964,084	

Total expenditure

Oct 2016	528,207	-8%	YTD 2016	6,374,865	2%
2015	577,096		2015	6,254,243	

Circulation

Total checkouts

Oct 2016	1,323,629	-3%	YTD 2016	13,311,084	-2%
2015	1,365,887		2015	13,574,741	

...physical items

Oct 2016	1,123,007	-5%	YTD 2016	11,341,433	-3%
2015	1,180,670		2015	11,727,002	

...digital items

Oct 2016	200,622	8%	YTD 2016	1,969,651	7%
2015	185,217		2015	1,847,739	

Connectivity

Computer sessions

Oct 2016	73,808	2%	YTD 2016	741,160	7%
2015	72,601		2015	691,819	

Wireless sessions

Oct 2016	56,530	23%	YTD 2016	478,702	19%
2015	45,924		2015	400,667	

Chromebook sessions

Oct 2016	11,926	385%	YTD 2016	70,720	1002%
2015	2,457		2015	6,416	

Website sessions

Oct 2016	618,735	-1%	YTD 2016	6,104,848	-7%
2015	626,365		2015	6,557,877	

Catalogue sessions

Oct 2016	450,029	0%	YTD 2016	4,461,889	1%
2015	451,234		2015	4,420,808	

Pages viewed per session

Oct 2016	1.85	Oct 2016	5.53
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Social Media

Followers

Oct 2016	32,704	20%
2015	27,142	

Facebook, Twitter, Instagram & LinkedIn

Holds (daily average)

Active holds

Oct 2016	212,661	10%
2015	194,168	

Patrons with active holds

Oct 2016	41,465	8%
2015	38,382	

	New Members		Visits		Physical Resource Check Outs		Computer Sessions		Wireless Sessions		Average No.Holds Filled Per Day		Programs in the Library		Programs in the Community	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Alexander Calhoun	403	378	18,449	16,498	38,732	33,681	1,855	2,047	1,573	1,707	270	290	70	72	4	4
Bowness	204	167	8,233	8,849	14,543	15,394	1,340	1,562	365	791	87	99	45	43	3	
Central	2,282	30,589	97,745	95,208	61,694	56,690	19,862	18,815	7,377	8,355	440	445	147	200	51	47
Country Hills	742	602	59,358	40,019	62,704	58,443	3,436	4,158	3,315	4,459	332	406	80	79	3	2
Crowfoot	1,002	929	47,254	46,617	109,006	100,467	4,623	4,931	5,210	6,775	663	740	123	114	12	9
Fish Creek	1,105	897	41,807	43,270	84,604	80,702	4,411	4,406	4,007	4,851	526	592	96	128	20	7
Forest Lawn	172	454	3,296	18,398	1,323	23,557	1	4,970	126	2,314	90	135	6	78	78	40
Judith Umbach	397	344	21,806	22,132	40,667	35,981	3,233	3,528	1,885	2,541	248	262	56	65	12	5
Louise Riley	441	321	30,949	30,959	50,691	44,542	3,063	3,174	2,284	2,781	387	397	56	63	19	9
Memorial Park	242	194	7,344	9,194	13,310	11,162	1,772	1,735	922	902	144	136	20	14	5	4
Nicholls Family	184	423	8,539	16,414	15,251	18,679	1,323	1,454	731	2,500	127	139	35	37	8	6
Nose Hill	475	492	34,002		64,565	52,356	3,393		2,448	1,006	397	401	68	17	11	35
Quarry Park	201	384	9,368	20,468	14,204	24,561	1,551	1,633	560	1,325	85	111	38	38	6	8
Saddletowne	919	693	47,722	46,088	36,394	30,025	6,312	6,680	3,967	3,889	114	132	64	66	10	10
Shawnessy	1,070	768	49,645	47,543	85,123	67,016	4,865	4,823	4,869	5,038	552	540	107	108	22	18
Signal Hill	767	603	38,984	37,429	80,897	72,538	3,732	3,320	2,154	2,742	496	565	91	90	1	4
Southwood	343	267	16,308	17,167	35,569	32,486	1,710	1,998	1,029	1,406	281	310	50	51	26	12
Village Square	705	587	42,418	40,518	48,560	32,382	6,119	4,574	3,102	3,148	165	177	83	90	39	21
TOTAL	11,654	39,092	583,227	556,771	857,837	790,662	72,601	73,808	45,924	56,530	5,403	5,878	1,235	1,353	330	241

Report to the
Calgary Public Library Board
Nov 30, 2016
Strategic Plan 2019+ Process & Deliverables

I. PURPOSE

The purpose of this report is to present a **process** for creating and approving the next strategic plan for the Library, and to clarify the Board's expectations for the process, the deliverables, and its own involvement.

II. BACKGROUND

The Library inherits the budgeting and planning horizons of The City of Calgary. Currently, the expectation is for a four year plan and associated budget to be approved in the fall of 2018. This implies that the Calgary Public Library Board would be approving the Library's strategic plan no later than its June 2018 meeting.

Because Library Administration anticipates being fully engaged in the activity of occupying and activating the New Central Library in the same time period, that is, Q1 through Q3 of 2018, Administration is exploring what an accelerated strategic planning timeframe might look like.

III. DETAILS

The attached document outlines a proposed planning framework. It starts with a description of the context elements:

- **imagineCALGARY**, which lays out targets for community well-being in many areas, and which Administration expects will be the primary criteria for identifying the specific quality of life results the Library will select for emphasis.
- **Results Based Accountability**, which is the methodology selected by City Administration to evaluate influence on quality of life, and which Administration anticipates will guide the Library's reporting on its contributions to improve conditions of well-being for Calgarians.
- **Balanced Scorecard**, is a management framework that aligns an organization's work with its vision and strategy, and which Administration anticipates will guide the development of the Library's objectives and strategies.

Next, the document lays out a series of deliverables and indicates whether Administration or the Board holds the primary responsibility for the creation of the deliverable. In the event of the later, Administration anticipates playing a supporting role through facilitation or the provision of information and other enabling elements for the Board's deliberations. The thick red line delineates strategic elements from operational elements and marks a shift in the anticipated role of the Board.

The purpose of this report is to start conversations that answer the following questions:

- Are all the listed deliverables (work packages) necessary?
- Does the Board agree with the assignment of its roles in the respective deliverables?
- What time commitment is the Board interested in? How does it want to do its agreed work?

The process outlined in the attached document should be considered a draft.

IV. RECOMMENDATION

That the Calgary Public Library Board receive the report, *Strategic Plan 2019+ Process & Deliverables*, for information.

Paul Lane,
Director, Corporate Services

Strategic Planning Overview

Planning Context

- [imagineCALGARY](#) was a City-led, community-owned initiative undertaken to answer the question: “What are your hopes and dreams for Calgary’s future?” The result was a long term sustainability plan: a roadmap for Calgary’s future. The Calgary Public Library was and continues to be inspired by the diverse aspirations and community interests outlined in the plan and, like other citizens, corporations, community agencies, and the civic government, has aligned our efforts in pursuit of improving the identified conditions of well-being.
- The Library’s corporate standard for performance measurement is [Results-Based Accountability \(RBA\)](#). It is a simple, practical and disciplined approach for planning, evaluating and continuously improving services starting from a basis of performance measurement. RBA looks at ways to improve the quality of life in communities and performance of Library programs and services – challenging us to look at what did we do, how well did we do it and, above all, is the community that we serve any better off? RBA is also The City of Calgary’s corporate standard for performance measurement.
- A balanced scorecard is a comprehensive management system that clarifies, balances, and aligns an organization’s vision and strategy, and translates them into actions through the use of linked objectives in four focus areas (perspectives). The selection and prioritization of the four focus areas depends on the organization’s mission and strategy; however, the focus areas selected need to strike a balance between the external and internal operating components of an organization. The creation of a balanced scorecard starts with the creation of a strategy map (cause-effect diagram), which tells the story of an organization’s strategy and makes it visible to everyone which outcomes the organization wants to achieve in pursuit of improving which conditions of well-being.

Responsibilities

Approver	Has veto on a decision and therefore must approve for it to proceed.
Responsible	Ensures activity or decision happens. For decisions, is also an “Approver.”
Supporter	Provides information, analysis, and other support. Is key to making things happen.
Informed	Receives status updates and is informed of decisions.

NOTE: Planning & Research will act as the “Driver” of the Strategic Planning process. Handling overall coordination, the Driver is responsible for communicating with those involved in the planning process as well as ensuring that roles and responsibilities are clear.

			Board	CEO	Library Administration	Subject Matter Experts	
STRATEGY	Values <ul style="list-style-type: none">What is important to the Library? How should we approach our work, relate to our members, and manage our employees?	WORK PACKAGE 1	R	S	S	I	Q1 2017
	Mission <ul style="list-style-type: none">What does the Library do, for whom, how, and why?	WORK PACKAGE 2	R	S	S	I	Q1 2017
	Vision <ul style="list-style-type: none">What does the Library want to become?	WORK PACKAGE 3	A	R	S	I	Q2 2017
	Quality of Life Results <ul style="list-style-type: none">What conditions of well-being do we want to achieve for Calgarians?<ul style="list-style-type: none">Identify areas of impact (strategic directions)	WORK PACKAGE 4	R	R	S	I	Q2 2017
	Focus Area – Members <ul style="list-style-type: none">What key outcomes must we provide our members to contribute towards improving quality of life results in Calgary?<ul style="list-style-type: none">Identify key outcomes (strategic goals)	PUBLIC ENGAGEMENT INITIATIVE					Q2 2017
		WORK PACKAGE 5	A	R	S	I	Q3 2017
OPERATIONS	Focus Area – Employee Learning and Growth <ul style="list-style-type: none">To achieve our vision, how must our employees learn, communicate, and work together?<ul style="list-style-type: none">Identify objectivesDraft measures	WORK PACKAGE 6	I	A	R	I	Q3 2017
	Focus Area – Relationships and Development <ul style="list-style-type: none">To deliver the required member outcomes, how do we enhance our relationships and ensure organizational development?<ul style="list-style-type: none">Identify objectivesDraft measures	WORK PACKAGE 7	I	A	R	I	Q4 2017
	Focus Area – Operational Excellence <ul style="list-style-type: none">To deliver the required member outcomes, what things must we excel at?<ul style="list-style-type: none">Identify objectivesDraft measures	WORK PACKAGE 8	I	A	R	I	Q4 2017
	Focus Area – Accountability and Resource Use <ul style="list-style-type: none">To deliver the required member outcomes, what do we need to do with our resources?<ul style="list-style-type: none">Identify objectivesDraft measures	WORK PACKAGE 9	I	A	R	I	Q4 2017
	Strategies <ul style="list-style-type: none">To achieve our objectives, what efforts must we undertake?<ul style="list-style-type: none">Finalize measuresIdentify strategies and tactics (existing and new)	WORK PACKAGE 10	I	A	R	S	Q1 2018

DRAFT

Work Packages

The activities to complete the work packages will be designed based on Library Board members' desired time commitment and involvement in the Strategic Planning process. For all activities, background information will be provided and time will be allocated for a facilitated discussion before decisions are made.

Deliverables

- Quality of Life Result Summaries:
 - Quality of life results, key outcomes, and associated objectives.
 - Transitory records used to create the final Strategy Map.
- Strategy Map:
 - Official record.
 - Internal version of the Strategic Plan.
- Objective Profiles:
 - List of measures as well as existing and new strategies and tactics.
- Strategic Plan
 - External (promotional) version of plan.
- Results-Based Accountability (RBA) Scorecard:
 - Strategy management tool.