



CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, October 26, 2016
2nd Floor Boardroom, Central Library



Board Meeting

5:30 pm, Wednesday, October 26, 2016
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I.	Chair's Opening Remarks	
II.	Review of Agenda	
III.	Consent Agenda	
	A. Minutes of the September 28, 2016 Board Meeting	...2
	B. Chair's Report	...8
IV.	Business Arising	
	A. Business Arising from the Minutes	
V.	Chief Executive Officer's Report	...10
	- Mr. Bill Ptacek, CEO	<i>Information</i>
	A. School's Out All Summer	verbal
	- Ms. Carey Lees, Community Outreach Library, Forest Lawn	<i>Information</i>
VI.	Audit & Finance Committee	
	A. Report of the Oct 18, 2016 Meeting	verbal
	- Ms. Debra Giles, Committee Chair	<i>Information</i>
	B. September 2016 Quarterly Risk Update	...18
	- Ms. Debra Giles, Committee Chair	<i>Information</i>
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	- Ms. Debra Giles, Committee Chair	<i>Information</i>
VII.	Governance Committee	
	A. Report of the October 5, 2016 Meeting	...36
	- Ms. Shereen Samuels, Committee Chair	<i>Information</i>

VIII. Strategy & Community Committee

- A. Report of the October 11, 2016 Meeting ...40
- *Ms. Catherine Angus, Committee Chair* Information
- B. Update on Board Retreat ...verbal
- *Ms. Judy Gray* Information

IX. Calgary Public Library Foundation Board

- A. Update ...verbal
- *Mr. Rob Macaulay, Board Representative* Information

X. Alberta Library Trustees Association

- A. Update on Oct 22-23 Meeting ...verbal
- *Mr. Judy Gray, Board Representative* Information

XI. Other Business

- A. New Central Library Service Design Vision ...44
- *Ms. Sarah Meilleur, Director, Service Design* Information
- B. EPL-CPL Boards' Joint Meeting ...verbal
- *Ms. Catherine Angus, Board Vice-Chair* Information

XII. In-Camera Board-Only Session (separate attachment)

XIII. Adjournment

Report to the
Calgary Public Library Board
October 26, 2016
Chair's Report

Sep 30	Attended NCL site tour
Sep 30	Gave remarks at "Think Big" event with Jay Ingram at Central Library
Oct 04	Board Retreat planning committee meeting
Oct 05	Governance Committee meeting
Oct 11	Monthly meeting with Bill and Evan
Oct 11	Strategy & Community Committee meeting
Oct 11	Monthly Board Agenda meeting with Bill and Catherine
Oct 11	Breakfast with Catherine to review October Board meeting and potential changes for the new Board
Oct 14	Media event to announce CPL-Wordfest collaboration
Oct 17	Retreat planning meeting with Judy, Ellen and facilitator
Oct 18	Audit & Finance Committee Meeting

Throughout October:

- Wrote, reviewed and communicated re: Report to Council for Re-appointments and New Board Appointment
- Meetings and writing of report re: CEO Compensation Review
- Reviewed, revised and communicated re: Letter to Prime Minister Trudeau and Minister Duclos
- Met with Avnish and Judy about ALTA work going forward
- Met with Rob about various matters

Janet Hutchinson
Board Chair

Report to the
Calgary Public Library Board
October 26, 2016
Chief Executive Officer's Report

Government Relations

The Calgary Public Library is actively participating in the City of Calgary's Civic Innovation project. This effort will initially include all City employees and ultimately involve the citizens of Calgary to generate ideas and suggestions to solve problems, improve operations and generally make Calgary a better place to live. The Library and the City's Security Office provided the first challenge for City employees. "How might we improve the vibrancy, safety and experience of the corner of northbound Macleod Trail and 7th Avenue SE. This was geared to our ongoing effort to make the current Central Library and its immediate environs more inviting to patrons from across the city. This challenge comes with an "action photo" of Owen Key, the Chief Security Officer for the City of Calgary and me at the art piece in front of the Library.



As part of The City of Calgary's public engagement initiative for the Green Line – the next Light Rail Transit Line currently in the planning phase – the Green Line project team hosted a series of Station Area and Transit Oriented Development (TOD) Workshops to talk to communities around the planned stations about how they would use them, how they would get to and from them and what they would like to see around them. This month, residents of Tuxedo Park and Crescent Heights took part in design charrettes for the North part of the line, identifying key components of TODs in their communities. Their input will be used to develop the TOD plan for each one. The Library was represented at the events and we were pleased to see a grass-roots desire to locate a community library in the TOD at the 16th Avenue North Station. A preliminary summary of input received has already been shared. Next steps involve the drafting of a TOD Concept Plan and final editing by the technical team, to make sure all pieces of the plan will

work. The completed TOD Concept Plan will be presented to Council in June 2017. At that time City Council and the Planning and Development department will look at the plans to determine next steps and policy that may be required to make community members' vision a reality. The Library has met directly with the Green Line Team on three other occasions.

Paul Lane represented the Library at a Charter Review Session on Wednesday Oct 12th. Representatives from the provincial staff team provided an overview of the City Charter package as it currently sits. The Charter is targeting 5 areas – Administrative Efficiency, Supporting Community Well-being, Smarter Community Planning, Empowering Local Environmental Stewardship, and Collaboration. Clearly, several of these areas are of interest to the Library. Details of the “fiscal framework” were not discussed but there was a promise to hold additional sessions on this at a later date. There is a parallel process to amend the Municipal Government Act at the same time. Many of the Library's concerns are addressed in that Act, rather than the Charter discussions. So, the strategy going forward is to monitor both of these processes for impacts on the Library. Both are expected to be concluded by mid-2017.

Operations

The partnership with Wordfest was formally announced on Friday, October 14th. What started out as a potential merging of the organizations ended up being a partnership memorandum of agreement in which Wordfest will be housed at the Memorial Park Library. Wordfest will assist the Library in activating that facility to include events and activities that will be appealing to the urban and younger residents of that area as well as arts and cultural offerings that will attract visitor from around the City. Wordfest and the Library will also support each other in providing programming throughout the year and across the City. Wordfest will maintain its corporate identity and continue to be governed by its Board. The Wordfest staff members will move into Memorial Park Library in November.

Space is available at Memorial Park because the Library's Foundation has moved from there to the Hillier Block in east Village. Thanks to the generosity of CMLC who made this space available for a nominal (no) cost, the Foundation staff and volunteers will be located on the second and third floor of the building. The main floor will open later this Fall with a New Central Library Experience Center. There visitors will find furniture, floor plans and images of the New Central Library.



On October 31st, the Calgary Board of Education will launch the Calgary Public Library eAccess program that will link every student in the CBE to the digital resources of the Calgary Public Library. Approximately 150,000 students and their teachers will be able to use their school e-mail account to go directly to the Library's suite of digital offerings.

In preparation for this significant event our collections department has been tweaking those resources to include the Premier Edition of TumbleBooks and a new service, "Linda" – which has an extensive library of learning videos (over 200,000). Our outreach to all of the City's sixth grade classes around this launch is called Infowizards. Before library staff members deliver this orientation to the Library's e-resources, our Service Design Team is arming them with the latest and most effective classroom presentation techniques. Library staff visits to the classrooms will begin early next year.



Hello Student!

Welcome to Calgary Public Library eAccess.

eAccess gives you easy access to great digital resources from the Calgary Public Library by logging in with your CBE email address. The Library can help you with your homework and so much more! We have lots of FREE online resources you can use on your phone, tablet or computer. That means you can learn anything, from anywhere, and at any time (maybe even in your pajamas!).

Get started now:

1. Go to www.calgarylibrary.ca/school
2. Find online resources that interest you
3. Log in (we've made it easy by creating an account just for you!)
 - Your username (card number) is
 - Your PIN is

Questions? Talk with your teacher or visit calgarylibrary.ca and use our Help feature.

The numbers in September continue to trend up. Of note, the programs in the library are up for the year by 23% and up 40% over last September. This is the result of a joint effort by our Service Design and Service Delivery Managers to identify opportunities for library programs at libraries related to the needs and interests of the service populations in each of the community libraries. Also the new member registration is holding steady at just over 10,000 per month. Thanks to a more robust retention program, the active users are now over 530,000.

The Feature Number for this month is the Engine 23 programs and attendance since June. As of October 17, 115 formal programs were delivered on Engine 23 with attendance in excess of 5,600. In addition to these regular program offerings, Engine 23 is literally crawling with kids excited about learning every day and has created other opportunities for engaging patrons in new ways. For instance, Cenovus employees took part in a special Read Letter Day that incorporated Read with Engine 23 as part of the program. After presentations about volunteering at the library and the importance of early literacy and reading with children and a tour of Engine 23, the 10 volunteers buddied up with children from A.C.E. daycare and the volunteers and children found cozy nooks to read together. Afterwards the volunteers helped the children 'gear up' for the Read with Engine 23 program. One of the volunteers explained that she had visited Engine 23 in July with her preschool son and that he was so struck by the experience that it has been all he has talked about since. He still has the Engine 23 bookmark which is one of his most treasured possessions.

Another example of new opportunities presented by Engine 23 is the fire truck field trips, busloads of kids and families brought to Central Library to enjoy story times, take part in imaginative play on the installation, and explore the extensive children's collection on the second floor. The first Fire Truck Field Trip from Shawnessy brought sixty residents downtown: Moms, Dads, babies and children up to 11 years of age all donned hand-made Junior Fire Fighter badges before boarding the chartered school bus outside the Shawnessy Library. The staff led the numerous songs along the way with 'The Wheels on the Bus' being a particular crowd favorite.



On Friday, September 9th, the Idea Lab officially launched to much fanfare on the 5th floor of the Central Library. Over 100 people were in attendance. The event included tours of the Idea Lab and a [marshmallow challenge](#). A marshmallow challenge is a creativity exercise that helps to develop teambuilding and stimulate innovation. The task is simple – build the tallest free standing building that you can with only marshmallows and spaghetti in only 18 minutes. Jan, Grace, and Kate won the challenge with the tallest marshmallow building; they were strangers prior to the event, but have traded contact information to continue their new found connection after the event.



With the launch of the Idea Lab, we have officially started to run programs in the space, responsively adapting our vision to the needs of the community:

- *Idea Coaching* is one such program and, thus far, has been a great success. Led by volunteer idea coaches, idea coaching involves introducing library patrons to the space and technologies, facilitating group brainstorming, and supporting the creativity of individual attendees. Held every Tuesday evenings, 3 idea coaching sessions were held in September with attendance ranging from 5-9 patrons. Evaluation methods for the program are in development, but patrons provided feedback for what they liked on September 20th. Their responses included: “Awesome Energy!”, “Connections” and “In praise of think tanks”.
- *Start Up Moms* also launched in September with a program planned every second Wednesday morning. The program is designed as an opportunity for female entrepreneurs with children to mingle, share ideas, and get support. While attendance has been low, we are adapting the program to include all start-ups to draw from a wider demographic.



The Library and Hotchkiss Brain Institute (HBI) continued their very successful partnership with **Think Big 5: Mind. Body. Movement**. 230 patrons, our largest audience yet, enjoyed an evening with presenters speaking about the latest developments in neuroscience: in this case the role movement can play in helping to rehabilitate the brain. As always, Jay Ingram was a very entertaining host, and graduate students from the HBI provided interactive activities for attendees afterwards. A vibrant and lively atmosphere was provided by Dancing Parkinson's YYC, which got 40 participants up on the dance floor to join in the

kind of dancing used to help those with Parkinson's disease.

The next big frontier for curated collections at the Calgary Public Library is taking shape at the Village Square Library. Our Collections Department and the intrepid staff at that library have identified six categories in which to collect and display children's non-fiction books. It has been a little used portion of the collection because of the spine out display and close Dewey classification of these beautifully illustrated books that cover many topics of general interest and school assignments for our younger student patrons.



Other

Last month Janet Hutchinson reported on a proposal that went to MP Kent Hehr regarding a national program to ensure that all students in Canada have a library card. Modeled on a program in the United States that was promoted by the President, this proposal would have the Minister of Youth, Prime Minister Trudeau would encourage public Libraries, schools and Mayors to promote a student library campaign across Canada. Earlier this month the Canadian Urban Libraries Council voted unanimously to support and promote this proposal.

Five members of the Calgary Public Library staff attended a ULC conference in Kansas City on the topic of evaluation. This "Getting to the Evidence" conference covered many aspects of evaluation and included real life examples of how evaluation was being used in libraries across North America. The Calgary Public Library was highlighted in one part of the conference around the recent "Return on Investment" study that was commissioned by the Library's Foundation. At that Conference we were pleased to be on hand when Mayor Don Iverson of Edmonton was awarded the Political leader of the Year Award for his ongoing support and assistance to the Edmonton Public Library.

Paul McIntyre Royston represented the Calgary Public Library at a "Reshape Libraries" conference in Helsinki Finland. That library funded Paul's attendance and presentation about our Foundation's work to support the New Central Library. Helsinki's New Central Library is scheduled to open in December of 2018.

Bill Ptacek
CEO

Calgary Public Library

Monthly Overview

September 2016

Featured Number

Fire Truck Storytimes

	Jun	Jul	Aug	Sep	Total
Programs	12	37	38	35	122
Attendees	450	1,616	2,029	1,555	5,650

New Members

Sep	2016	10,748	2%	YTD	2016	91,148	-13%
	2015	10,576			2015	105,140	

Active users

Sep	2016	530,648		Aug	2016	525,861
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Programs & Outreach

Programs

...in the library

Sep	2016	1,217	40%	YTD	2016	9,890	23%
	2015	870			2015	7,884	

...in the community

Sep	2016	253	-8%	YTD	2016	2,892	10%
	2015	276			2015	2,624	

...for adults, seniors or all ages

Sep	2016	578	42%	YTD	2016	4,061	12%
	2015	406			2015	3,627	

...for kids & teens

Sep	2016	892	21%	YTD	2016	8,521	24%
	2015	738			2015	6,881	

Total number of programs

Sep	2016	1,470	28%	YTD	2016	12,582	20%
	2015	1,146			2015	10,508	

Program participants

Sep	2016	27,480	14%	YTD	2016	291,526	9%
	2015	24,104			2015	267,262	

Library Space

Visits

Sep	2016	516,850	-3%	YTD	2016	5,030,191	8%
	2015	531,136			2015	4,651,466	

Room bookings

Sep	2016	282	52%	YTD	2016	2,724	64%
	2015	186			2015	1,663	

Collections

Physical items acquired

Sep	2016	18,137	2%	YTD	2016	172,251	-10%
	2015	17,739			2015	190,343	

Physical collection size

Sep	2016	1,462,968	-6%				
	2015	1,557,345					

Expenditure on physical items

Sep	2016	349,895	17%	YTD	2016	3,502,130	-1%
	2015	298,195			2015	3,551,453	

Total expenditure

Sep	2016	477,784	34%	YTD	2016	5,846,028	3%
	2015	357,836			2015	5,677,148	

Circulation

Total checkouts

Sep	2016	1,272,096	-3%	YTD	2016	11,789,307	-3%
	2015	1,313,925			2015	12,205,367	

...physical items

Sep	2016	1,070,936	-6%	YTD	2016	10,218,426	-3%
	2015	1,138,448			2015	10,542,846	

...digital items

Sep	2016	201,160	15%	YTD	2016	1,570,881	-6%
	2015	175,477			2015	1,662,522	

Connectivity

Computer sessions

Sep	2016	73,026	5%	YTD	2016	667,352	8%
	2015	69,271			2015	619,218	

Wireless sessions

Sep	2016	49,990	21%	YTD	2016	422,172	19%
	2015	41,229			2015	354,743	

Chromebook sessions

Sep	2016	8,555	469%	YTD	2016	58,794	1385%
	2015	1,504			2015	3,959	

Website sessions

Sep	2016	596,256	0%	YTD	2016	5,486,113	-8%
	2015	597,598			2015	5,931,512	

Catalogue sessions

Sep	2016	43,2670	2%	YTD	2016	4,011,860	1%
	2015	425,771			2015	3,969,574	

Pages viewed per session

...website	Sep	2016	1.85	...catalogue	Sep	2016	5.54
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Social Media

Followers

Sep	2016	32,086	20%
	2015	26,590	

Facebook, Twitter, Instagram & LinkedIn

Holds (daily average)

Active holds

Sep	2016	205,559	8%
	2015	190,304	

Patrons with active holds

Sep	2016	40,655	8%
	2015	37,800	

**Monthly Overview of Community Libraries
September 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	
	Sep 2015	Sep 2016	Sep 2015	Sep 2016	Sep 2015	Sep 2016	Sep 2015	Sep 2016	Sep 2015	Sep 2016	Sep 2015	Sep 2016	Sep 2015	Sep 2016	Sep 2015	Sep 2016
Alexander Calhoun	379	342	17,296	17,091	38,026	33,320	1,605	1,921	1,466	1,566	282	297	46	67	1	4
Bowness	171	160	7,019	8,189	14,207	15,138	1,211	1,661	260	731	86	93	21	36	5	3
Central	2,187	2,100	80,902	89,461	61,866	58,013	18,948	18,009	7,511	7,501	424	459	116	185	47	56
Country Hills	743	672	61,343	36,881	63,256	61,358	3,208	4,192	3,104	3,766	342	402	59	64	3	2
Crowfoot	923	961	44,773	45,511	108,556	104,128	4,506	4,976	4,505	6,112	674	748	87	99	10	7
Fish Creek	943	841	39,439	40,509	84,982	84,072	4,288	4,465	3,331	4,189	504	603	71	103	17	5
Forest Lawn	213	527	2,207	18,036	1,268	23,128	2	5,052	170	2,267	89	128		77	59	30
Judith Umbach	378	348	21,392	21,772	39,362	35,839	3,128	3,510	1,727	2,208	258	277	47	61	16	8
Louise Riley	431	362	29,040	29,888	47,671	45,436	2,802	3,172	1,977	2,488	383	423	41	56	8	7
Memorial Park	217	208	10,720	9,695	12,729	12,183	1,538	1,813	983	1,200	146	156	20	19	5	2
Nicholls Family	152	398	7,743	15,259	14,961	19,102	1,210	1,486	700	1,929	117	137	17	31	1	
Nose Hill	465	330	26,532		62,309	53,049	3,330		2,165	890	417	427	49	16	2	11
Quarry Park	153	537	7,951	12,501	13,420	24,017	1,630	1,501	480	1,288	84	108	14	30	8	11
Saddletowne	697	685	41,667	42,050	36,186	32,278	5,994	6,915	3,396	3,388	119	129	38	62	8	10
Shawnessy	860	861	43,369	44,383	80,346	71,938	4,563	4,663	3,981	4,412	535	596	64	89	24	21
Signal Hill	624	549	36,255	36,127	80,252	75,495	3,740	3,371	2,015	2,337	509	587	81	77	6	4
Southwood	311	317	15,227	15,466	34,570	28,091	1,589	1,955	887	1,073	270	305	45	61	14	8
Village Square	729	550	38,260	34,031	47,433	31,215	5,979	4,364	2,571	2,645	169	183	54	83	42	19
TOTAL	10,576	10,748	531,135	516,850	841,400	807,800	69,271	73,026	41,229	49,990	5,408	6,057	870	1,216	276	208

Calgary Public Library
Risk Matrix Impact Scales
September 30, 2016

Area		Level of Risk	Insignificant	Low/Minor	Moderate	High/Major	Catastrophic	Mitigation
		Level of Response	None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan	(at Sept. 30, 2016)
1 Strategy	a	Active members/capita [quarterly count]	50%	40% 2016 Q1: 40.5% 2016 Q2: 41.7% 2016 Q3: 43.1%	35%	30%	25%	• Retention of inactive members project initiated
	b	Customer Satisfaction [average rating in annual survey]	4.5/5	4.25/5 2015 Nov: 4.25/5 2015 Dec: 4.4/5	4/5	3.5/5	2.5/5	
	c	Community Partner Involvement in Programs [% of in-library programs in each planning cycle with partner involvement]	50% or higher	21-35%	11-20% 2016 Q2: 14% 2015 Q3: 16%	1-10% 2016 Q1: 8%	0%	The measuring method was changed in Q3, so all 3 quarters to date have been revised, using the new method for consistency.
2 Finance	a	Fraud [quarterly report]	No instance of fraud 2016 Q1: No instances to date 2016 Q2: No instances to date 2016 Q3: No instances to date	Cumulative fraud of less than \$25k annually	Cumulative fraud of \$25k to \$50k annually	Cumulative fraud of more than \$50k annually	Cumulative fraud of more than \$1 million annually	• Adherence to policies / procedure • Well document procedures, including: <ul style="list-style-type: none">○ Segregation of duties○ Purchasing controls○ Approvals by supervisor (one up) • External auditors
	b	Budgeted Operating Funding [annual report]	Equal to prior year's funding 2015: Increase of \$1,913,000 2016: Increase of \$1,143,000	1 to 2% less than prior year	2 to 4% less than prior year	5 to 10% less than prior year	More than 10% less than prior year	• Transparency and openness with government and other funders • Effective, efficient delivery of current services and programs • Ongoing dialogue with funders
	c	Allocation of resources [annual report]	Adherence to Asset Management Plan (AMP)	Adherence to AMP with minor timing differences 2015: Capital spending matched to 4 year capital spending plan with minor timing differences 2016: Capital spending continues to adhere to the Asset Management Plan with minor timing differences	Actual costs related to AMP 10% less than budgeted	Actual costs related to AMP from 11% to 20% less than budgeted	Facilities are structurally unsafe – one or more cannot be remediated by asset management plan reserves	• Monthly oversight by the Library's Senior Management Team • Quarterly oversight by the Library's Audit & Finance Committee
	d	Operating expenditures exceed budget by [quarterly report]	0% 2016 Q2: Expenditures 0.7% favourable due to timing differences 2016 Q3: Expenditures 0.3% unfavourable due to unbudgeted salary costs	2%	3%	5%	10%	• Daily oversight through purchasing and payment controls, including one up approvals • Monthly oversight by the Library's Senior Management Team • Quarterly oversight by the Library's Audit & Finance Committee

Area		Level of Risk	Insignificant	Low/Minor	Moderate	High/Major	Catastrophic	Mitigation
		Level of Response	None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan	(at Sept. 30, 2016)
	e	Capital expenditures exceed budgeted revenues/reserves by [quarterly report]	0% 2016 Q2: Capital expenditures less than sources of funding 2016 Q3: Capital expenditures less than sources of funding	5%	10%	20%	50%	<ul style="list-style-type: none">Daily oversight through purchasing and payment controls, including one up approvalsMonthly oversight by the Library's Senior Management TeamQuarterly oversight by the Library's Audit & Finance Committee
3 People	a	Reputation impacts [Negative publicity from staff or volunteer activity] [quarterly]	None 2016 Q1: None 2016 Q2: None 2016 Q3: None	Any public incident from any staff level or volunteer	Multiple incidents from any staff level, volunteer, or misconduct from a Director-level staff	Misconduct that results in a withdrawal of funding or funding commitment in any amount	Misconduct that results in involuntary dismissal of Director-level staff or higher	<ul style="list-style-type: none">Policy and Employee Code of Conduct make clear who can speak on behalf of the LibrarySocial media activity regardless of when it takes place is also subject to Employee Code of Conduct
	b	Staff engagement level [Overall score on annual survey]	More than 80%	Less than 80% 2016 May: 75%	Less than 70% 2014 Nov: 68%	Less than 60%	Less than 50%	<ul style="list-style-type: none">Online and paper-based communication tools are used to distribute information, in addition to frequent face-to-face meetingsSampling of the workforce takes place at regular intervals and issues raised are dealt with at that timeAn online suggestion system allows staff to suggest change whenever it occurs to them
	c	General vacancy rate [% of all positions unintentionally vacant] [quarterly count]	Less than 4% 2016 Q1: 1.4% 2016 Q2: 0% 2016 Q3: 0.1%	More than 4%	More than 7%	More than 10%	More than 15%	<ul style="list-style-type: none">Market conditions are regularly monitored to keep library jobs competitive with the overall Calgary market
	d	Recruitment time for positions with critical skills [quarterly count]	Less than 12 weeks 2016 Q2: None 2016 Q3: None	More than 12 weeks	More than 16 weeks 2016 Q1: 1 instance	More than 26 weeks	More than 52 weeks	<ul style="list-style-type: none">CPL is well represented at industry conferences to ensure that good candidates are aware of CPL achievementEffectiveness of different recruiting channels is regularly reviewed, eg. LinkedIn
	e	Availability of Volunteers [% of need filled] [quarterly count]	100% or more	80% to 99% 2016 Q1: 97% 2016 Q2: 97% 2016 Q3: 95%	60% to 79%	50% to 59%	Less than 50%	

Area		Level of Risk	Insignificant	Low/Minor	Moderate	High/Major	Catastrophic	Mitigation
		Level of Response	None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan	(at Sept. 30, 2016)
4 Operations	a	Building visits [quarterly report of year-over-year change]	Less than 5% decrease 2016 Q1: Increase of 17% over 2015 Q1 2016 Q2: Increase of 8% over 2015 Q2 2016 Q3: no change from 2015 Q3	6-10% decrease	11-20% decrease	21-50% decrease	Over 50% decrease	
	b	Website and catalogue sessions combined [quarterly report of year-over-year change]	Less than 5% decrease 2016 Q2: Increase of 2% over 2015 Q2 2016 Q3: increase of 1% over 2015 Q3	6-10% decrease	11-20% decrease 2016 Q1: Decrease of 19% over 2015 Q1	21-50% decrease	Over 50% decrease	
	c	Facility availability [quarterly count]	All facilities open during all regular open hours in period 2016 Q1: No closures 2016 Q3: No closures	Any closure for up to 1 open day in one or more locations	Any closure for up to 1 week in one or more locations	Any closure in one or more locations lasting more than one week 2016 Q2: Glenmore Square and Shaganappi were each closed for 2 weeks as services were relocated to new facilities	Any closure in one or more locations, with the result that strategic deliverables are no longer achievable	
	d	Relationships with partners in joint facilities [quarterly report]	Operating Styles of Partners diminish the synergies of co-location 2016 Q1: No instances 2016 Q2: No instances 2016 Q3: No instances	Values and goals of Partners become incompatible with those of the Library	Actions of Partners impede the ability to effectively operate the Facility jointly	Actions of Partners prevent the Library from delivering at least some normal programs and/or services	Actions of Partners cause the Facility to become unusable or unavailable	<ul style="list-style-type: none">Joint Operating Committees are in place at multi-use sites to prevent issues from escalating
5 New Central Library	a	Reputation maintained during the construction of the New Central Library [quarterly report]	Minor delay in thresholds and/or project on budget 2016 Q1: No emerging issues 2016 Q2: No emerging issues 2016 Q3: No emerging issues	Minor delay in thresholds and/or project 1 to 2% over budget	Minor delay in thresholds and/or project 2 to 4% over budget	Significant delay in thresholds and/or project 5 to 10% over budget	Significant delay in thresholds and /or project more than 10% over budget	
	b	Transition in service [Not applicable at present]	No issues in transition to operation	Usage of NCL greater than that of current Central Library	Usage of NCL equal to that of current Central Library	Usage of NCL less than that of current Central Library	Usage of NCL is 50% less than that of current Central Library	<ul style="list-style-type: none">Trialing innovative projects, such as the Fire Truck, prior to openingNCL service plan substantially complete
6 Security	a	Incidents at Community Libraries [quarterly report of year-over-year count]	The number of incidents remains stable or decreases	Increase in incidents up to 5%	Increase in incidents 6% to 25%	Increase in incidents more than 25% 2016 Q1: Increase of 75% over 2015 Q1 2016 Q2: Increase of 26% over 2015 Q2 2016 Q3: Increase of 26% over 2015 Q3	Incidents are of such a nature and number that strategic deliverables are no longer achievable	<ul style="list-style-type: none">Focused staff training on <i>Safety and Security</i> and <i>Working with Vulnerable Populations</i>Revised and updated <i>Problem Situation Guide</i> and <i>Emergency Response Plan</i>New industry standard incident

Area		Level of Risk	Insignificant	Low/Minor	Moderate	High/Major	Catastrophic	Mitigation
		Level of Response	None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan	(at Sept. 30, 2016)
	b	Incidents at Central Library [quarterly report of year-over-year count]	The number of incidents remains stable or decreases	Increase in incidents up to 5%	Increase in incidents 6% to 25%	Increase in incidents more than 25% 2016 Q1: Increase of 65% over 2015 Q1 2016 Q2: Increase of 46% over 2015 Q2 2016 Q3: Increase of 35% over 2015 Q3	Incidents are of such a nature and number that strategic deliverables are no longer achievable	reporting software being implemented <ul style="list-style-type: none">• Stricter application of the Library's <i>Code of Conduct</i>• Employment of a City of Calgary Security Advisor, whose sole focus is the Library system• Developing closer relationships with Calgary Police Service and other law enforcement agencies• Extensive work implementing Crime Prevention through Environmental Design elements, many of which were recommended by CPS• Improvements to performance of security contractor, including more effective deployment of guards in multiple locations• Concentrated efforts to bring new and diverse demographics to Central Library through extensive programming and community events• Community engagement in the Beltline to explore, identify and implement new programs and features at Memorial Park Library to promote pro-social activities in the Library

Report to the
Calgary Public Library Board
October 26, 2016

Controller's Report for the period ended September 30, 2016

The unaudited financial statements for the Calgary Public Library Board for the third quarter ended September 30, 2016 are appended to this report for information. The statements are being presented in the modified accrual format only, which is the same basis that has been used historically by the Library. While they do reflect the balance sheet asset write down of all assets that have been transferred, disposed of or written off, conversion to full accrual will only occur at year end, when restatement of some of the collection expenditures and recognition of depreciation as an expense occurs.

A. EXECUTIVE SUMMARY

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

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

The quarter ended with a small variance. Further explanations of the revenue and expenditure areas that made up that variance will be summarized in sections C and D and in the 2016 Year End Forecast.

B. STATEMENT OF FINANCIAL POSITION

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

C. REVENUES

Revenues are \$73,015 favourable at the end of the third quarter.

Line 4 – City of Calgary - \$59,926F at September 30, 2016 and \$59,926F at June 30, 2016

This represents insurance funding to cover damage at Forest Lawn Library. Matching expenditures are included in building and equipment expense.

Line 14 – Fines - \$30,729U at September 30 and \$32,270U at June 30, 2016

Fines are slightly lower than the budgeted target, and continue to decline year over year, due to digital borrowing not being subject to fines, and automatic notices being sent encouraging the return of overdue material.

Line 19 – Investment and other revenue - \$48,580F at September 30 and \$13,087F at June 30

Printing and interest revenue is trending higher than the budgeted target due to increased printing by patrons and a change in the method RBC uses to calculate interest on the Library's banking accounts.

D. EXPENDITURES

Expenditures are \$118,862 unfavorable for the third quarter end.

Line 29 – Salaries and employee benefits - \$391,166U at September 30 and \$80,298U at June 30, 2016

The unfavorable variance is due to the gapping target exceeding actual vacancies, an unusually high number of pension buy backs, and amounts due to retiring employees.

Line 32 – Collections - \$85,251F at September 30 and \$92,494F at June 30, 2016

Variance is due to timing of collection expenditures. The budget will be fully spent by year end.

Line 49 – General operating - \$94,648F at September 30 and \$50,213F at June 30, 2016

This category includes many small variances. With minor exceptions (see forecast), these variances are due to timing differences.

Line 55 – Building and Equipment - \$88,292F at September 30 and \$141,780F at June 30, 2016

Utilities are favorable due to favorable weather and, starting September, savings from lower utility contract pricing.

E. RECOMMENDATION

That the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial statements and reserve reports for the period ended September 30, 2016.

Elrose J Klause, CPA, CMA
Controller and Director, Financial Services

**Calgary Public Library Board
As at September 30, 2016**

September 2016 Key Financial Indicators

Financial Snapshot				
	Budget YTD	Actual YTD	Variance YTD	Forecast
Operating Revenue	41,155,362	41,228,378	73,015	54,911,200
Operating Expenditures	40,154,550	40,273,412	(118,862)	55,248,947
Excess / Deficit Operating Fund (Before loans repaid and contribution to reserves and Other contributions)	1,000,812	954,966	(45,846)	(337,747)
Capital Reserve Balance		953,910		
Operating Reserve Balance		1,409,067		
		-		

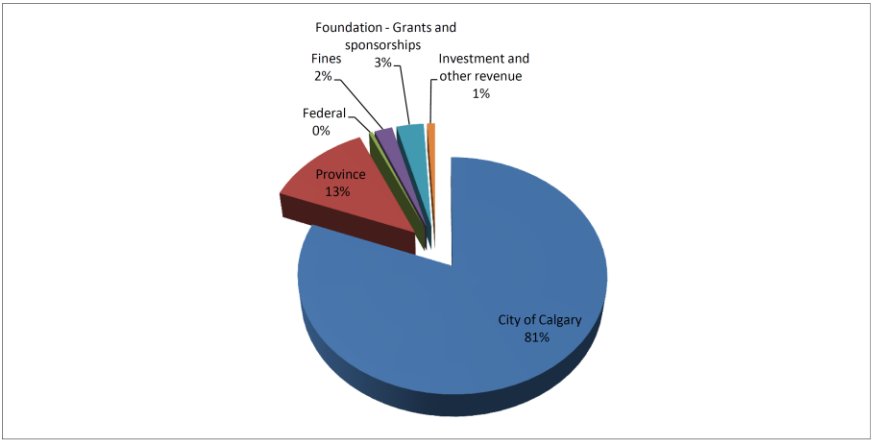
* To start with second quarter report.

September 2016 Month End Snapshot

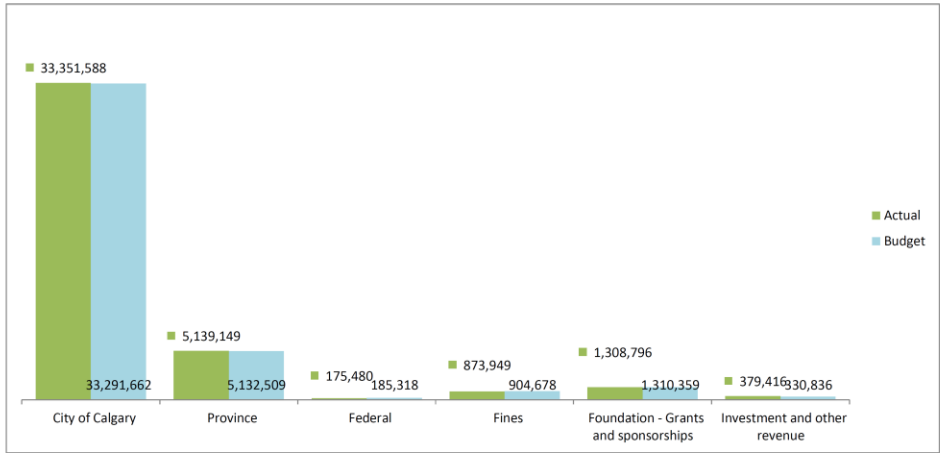
Financial Summary				
Budget / Actual Variances				
	Budget YTD	Actual YTD	Variance YTD	
Operating Revenues				
City of Calgary	33,291,662	33,351,588	59,926	F
Province of Alberta	5,132,509	5,139,149	6,640	F
Federal Government	185,318	175,480	(9,838)	U
Fines	904,678	873,949	(30,729)	U
Grants and sponsorships	1,310,359	1,308,796	(1,563)	U
Investment and other revenue	330,836	379,416	48,580	F
Operating Expenditures				
Salaries and employee benefits	25,925,412	26,316,578	(391,166)	U
Collections	5,907,432	5,822,180	85,251	F
General Operating	4,884,149	4,789,502	94,648	F
Building and equipment	2,711,859	2,623,568	88,292	F
Occupancy costs	725,698	721,584	4,114	F
Average days cash on hand		43	Days	
Working Capital - Operating		1,368,475		
Working Capital - Capital Fund		953,910		

Financial Dashboard

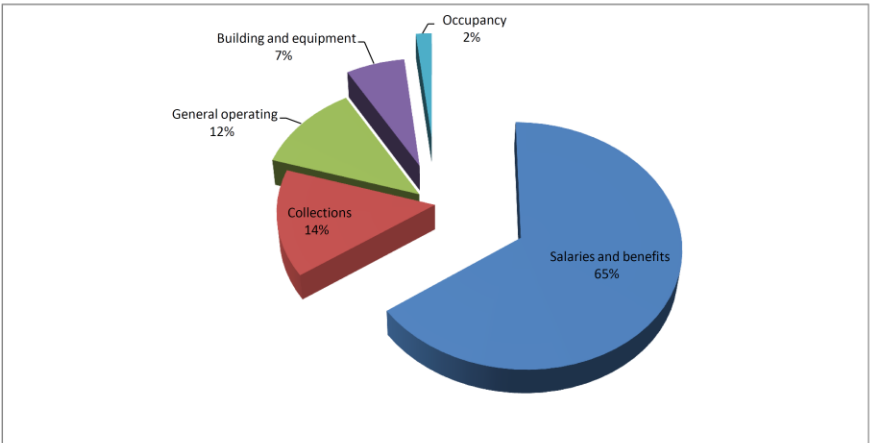
Revenues % by Category (Actual at the end of September 2016)



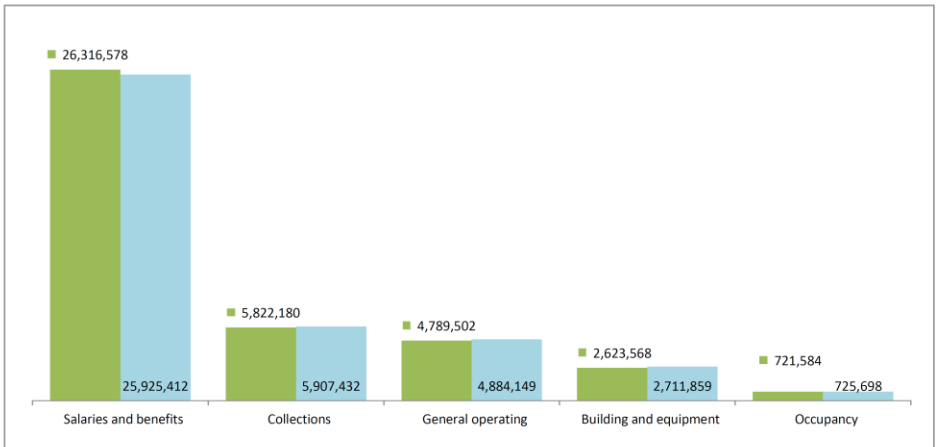
Revenues Actual vs Budget at the end of September 2016



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

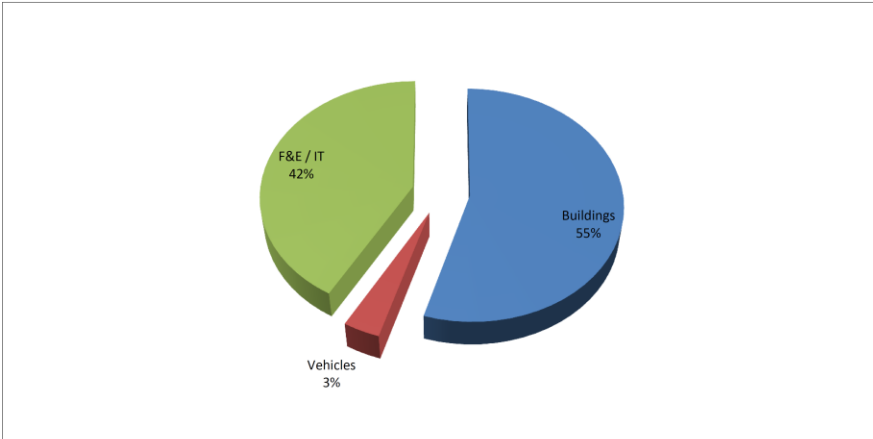


Expenses Actual vs Budget at the end of September 2016

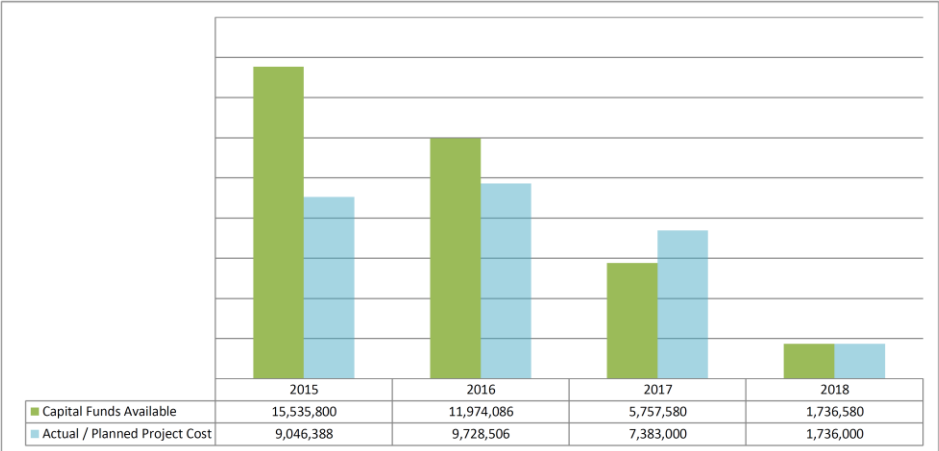


Capital Spending Dashboard

Capital Major Categories Per Annual Capital Plan



Capital Funds Available September 2016



	2015	2016	2017	2018
Forecasted Funds Remaining	6,489,413	2,245,580	(1,625,420)	580

THE CALGARY PUBLIC LIBRARY BOARD

Statement of Financial Position

As at September 30, 2016

	Operating Fund \$	Capital Fund \$	2016 TOTAL \$	2015 TOTAL \$
FINANCIAL ASSETS				
Cash and Cash Equivalents	2,741,591	579,785	3,321,377	6,437,517
Accounts receivable	275,080	836,879	1,111,959	2,121,443
Prepaid expenses	2,374,052	-	2,374,052	2,438,149
Interfund balances	7,167	(7,167)	-	-
	5,397,891	1,409,496	6,807,387	10,997,109
PHYSICAL ASSETS				
Capital assets	-	64,863,428	64,863,428	63,553,085
Inventory	40,592	-	40,592	69,201
	40,592	64,863,428	64,904,020	63,622,285
	5,438,483	66,272,924	71,711,407	74,619,394
LIABILITIES				
Accounts payable and accrued liabilities	4,029,416	455,587	4,485,002	2,895,028
LIBRARY POSITION				
Equity in capital assets	-	64,863,427	64,863,427	63,553,085
Fund balances	1,409,067	953,910	2,362,977	8,171,282
	5,438,483	66,272,924	71,711,407	74,619,394
Working Capital	1,368,475	953,910	2,322,385	8,102,081

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities
For the Period Ended September 30, 2016

	Operating Fund \$	Special Purpose Fund \$	Capital Fund \$	2016 TOTAL \$
REVENUES				
4 City of Calgary	33,351,588	-	3,300,529	36,652,118
8 Province of Alberta	5,139,149	-	-	5,139,149
9 Federal Government	175,480	-	-	175,480
14 Fines	873,949	-	-	873,949
19 Investment and other revenue	379,416	-	11,947	391,363
22 Grants and sponsorships	1,308,796	-	-	1,308,796
	41,228,378	-	3,312,476	44,540,854
EXPENDITURES				
29 Salaries and employee benefits	26,316,578	-	-	26,316,578
32 Collections	5,822,180	-	-	5,822,180
49 General operating	4,789,502	-	-	4,789,502
55 Building and equipment	2,623,568	-	7,097,984	9,721,551
65 Occupancy Costs	721,584	-	-	721,584
	40,273,412	-	7,097,984	47,371,395
REVENUES IN EXCESS OF (LESS THAN)				
EXPENDITURES BEFORE THE FOLLOWING:	954,966	-	(3,785,507)	(2,830,542)
Contributions to reserves	(168,750)	-	168,750	-
CHANGE IN FUND BALANCES AND CAPITAL RESERVES	786,216	-	(3,616,757)	(2,830,542)
OPENING FUND BALANCES AND CAPITAL RESERVES	171,910	450,941	4,570,667	5,193,518
TRANSFER BETWEEN FUNDS				
SPF to Operating	450,941	(450,941)	-	-
ALLOCATION OF PRIOR YEAR SURPLUS		-	-	-
CLOSING FUND BALANCES AND CAPITAL RESERVES	1,409,067	(0)	953,910	2,362,976

The notes to the Financial Statements are an integral part of the Financial Statements.

THE CALGARY PUBLIC LIBRARY BOARD
Statement of Financial Activities - Operating Fund
For the Period Ended September 30, 2016

	CURRENT YTD \$	BUDGET YTD \$	VARIANCE YTD \$	TOTAL BUDGET \$	BUDGET YTD AS A % OF TOTAL BUDGET	CURRENT YTD AS A % OF TOTAL BUDGET	Prior YTD \$
REVENUES							
4 City of Calgary	33,351,588	33,291,662	59,926	\$ 44,388,883	75.00%	75.14%	32,463,779
8 Province of Alberta	5,139,149	5,132,509	6,640	6,840,405	75.03%	75.13%	5,044,889
9 Federal Government	175,480	185,318	(9,838)	240,372			
14 Fines	873,949	904,678	(30,729)	1,237,799	73.09%	70.61%	972,852
19 Investment and other revenue	379,416	330,836	48,580	452,121	73.17%	83.92%	334,309
22 Grants and sponsorships	1,308,796	1,310,359	(1,563)	1,678,054	78.09%	77.99%	917,932
23 Total revenues	41,228,378	41,155,362	73,015	54,837,634	75.05%	75.18%	39,733,762
EXPENDITURES							
29 Salaries and employee benefits	26,316,578	25,925,412	(391,166)	36,137,650	71.74%	72.82%	24,794,019
32 Collections	5,822,180	5,907,432	85,251	7,307,646	80.84%	79.67%	5,661,190
49 General operating	4,789,502	4,884,149	94,648	6,913,499	70.65%	69.28%	4,529,443
55 Building and equipment	2,623,568	2,711,859	88,292	3,522,332	76.99%	74.48%	2,100,951
65 Occupancy Costs	721,584	725,698	4,114	975,315	74.41%	73.98%	616,162
66 Total expenditures	40,273,412	40,154,550	(118,862)	54,856,441	73.20%	73.42%	37,701,765
REVENUES IN EXCESS OF (LESS THAN)							
EXPENDITURES BEFORE THE FOLLOWING:	954,966	1,000,812	(45,846)	(18,807)			2,031,997
Transfers from Special Purpose Funds	450,941	450,941	-	450,941			141,634
Contributions to reserves	(168,750)	(168,750)	-	(225,000)	75.00%	75.00%	(750,000)
CHANGE IN FUND BALANCES AND CAPITAL RESERVES	1,237,157	1,283,003	(45,846)	207,134			1,423,633
OPENING FUND BALANCE	171,910						79,798
ALLOCATION OF PRIOR YEAR SURPLUS	-						
CLOSING FUND BALANCES	1,409,067						1,503,431

THE CALGARY PUBLIC LIBRARY BOARD**Statement of Financial Activities - Year End Forecast****For the Month Ended September 30, 2016**

	CURRENT YTD	2016 BUDGET \$	2016 Projected \$	Variance Projected from Budget \$	Comments (Favorable: F / Unfavorable: U)
REVENUES					
1 Operating levy	33,291,662	44,388,883	44,388,883	-	
2 City of Calgary Insurance Proceed	59,926		59,926	59,926	F - Forest Lawn fire damage insurance proceeds
3 Debt servicing	-	-	-	-	
4 City of Calgary	33,351,588	44,388,883	44,448,809	59,926	F
5 Per capita grant	5,123,684	6,831,580	6,831,580	-	
6 Regional Library System Grant	8,825	8,825	8,825	-	
7 General provincial fund	6,640	-	6,640	6,640	F - Provincial Government incentives
8 Province of Alberta	5,139,149	6,840,405	6,847,045	6,640	F
9 Federal Government	175,480	240,372	240,372	-	
10 Fines	857,391	1,212,799	1,162,799	(50,000)	U - Email notification & increase e-resources checkouts
12 Other memberships	16,558	25,000	25,000	-	
14 Fines	873,949	1,237,799	1,187,799	(50,000)	U
15 Printing	54,199	45,000	70,000	25,000	F - Increased usage
16 Investment income	54,951	45,504	70,504	25,000	F - New account agreement with RBC
17 Room rental	33,523	35,000	42,000	7,000	F - Recognized deferred revenue
18 Sundry	236,744	326,617	326,617	-	
19 Investment and other revenue	379,416	452,121	509,121	57,000	F
20 Grants and sponsorships - Restricted	858,796	1,078,054	1,078,054	-	
21 Grants and sponsorships - Unrestricted	450,000	600,000	600,000	-	
22 Grants and sponsorships	1,308,796	1,678,054	1,678,054	-	
23 Total revenues	41,228,378	54,837,634	54,911,200	73,566	F

THE CALGARY PUBLIC LIBRARY BOARD**Statement of Financial Activities - Year End Forecast****For the Month Ended September 30, 2016**

	CURRENT YTD	2016 BUDGET \$	2016 Projected \$	Variance Projected from Budget \$	Comments (Favorable: F / Unfavorable: U)
EXPENDITURES					
24 Salaries	22,463,514	31,056,262	31,446,262	(390,000)	U - Gapping less than budgeted, unbudgeted deferred vacation payout and retirement package.
25 CPP contributions	918,497	1,141,311	1,146,311	(5,000)	U
26 EI contributions	538,981	656,072	661,072	(5,000)	U
27 Pension fund contributions	1,602,673	2,214,435	2,234,435	(20,000)	U - Additional employer payout for person buy back program
28 Medical and insurance	792,913	1,069,570	1,069,570	-	
29 Salaries and employee benefits	26,316,578	36,137,650	36,557,650	(420,000)	U
30 Books and materials	5,329,354	6,648,346	6,648,346	-	
31 Supplies and services	492,827	659,300	659,300	-	
32 Collections	5,822,180	7,307,646	7,307,646	-	
33 Interest charges on City of Calgary financing		-	-		
34 Information technology	1,788,855	2,446,867	2,446,867	-	
35 Marketing	687,031	1,139,228	1,038,228	101,000	F - Cost reallocated to Professional Fees and F&E.
37 Programming	213,019	357,889	357,889	-	
38 Supplies and other expenditures	261,647	294,633	344,633	(50,000)	U - Increased paper usage for printing
39 Professional fees	704,421	1,029,469	1,104,469	(75,000)	U - Funded by MarCom budget
40 Security measures	489,809	651,872	651,872	-	
41 Staff training and development	133,270	296,716	296,716	-	
42 Photocopier	191,896	207,015	247,015	(40,000)	U - Increased printing
43 Postage and delivery	44,975	80,712	60,712	20,000	F - Reduced postage
44 Vehicles	59,987	118,874	78,874	40,000	F - Newer fleet reduced maintenance expenses
45 Bank and payroll charges	45,879	69,784	61,784	8,000	F - Reduced transactions
46 Staff travel	74,724	121,673	101,673	20,000	F - More use of library vehicles
47 Board expenses	32,966	37,654	37,654	-	
48 Memberships	61,023	61,112	61,112	-	
49 General operating	4,789,502	6,913,499	6,889,499	24,000	F

THE CALGARY PUBLIC LIBRARY BOARD**Statement of Financial Activities - Year End Forecast****For the Month Ended September 30, 2016**

	CURRENT YTD	2016 BUDGET \$	2016 Projected \$	Variance Projected from Budget \$	Comments (Favorable: F / Unfavorable: U)
50 Utilities	541,304	836,667	746,667	90,000	F - Favorable contract pricing
51 Building and mechanical maintenance	747,497	1,069,077	1,069,077	-	
52 Cleaning and caretaking supplies	732,065	963,864	948,864	15,000	U - Minimum wage increase and more usage
53 Insurance	246,456	326,299	326,299	-	
54 Furniture and equipment	356,246	326,425	356,425	(30,000)	U - Use of funding in Marketing budget
55 Building and equipment	2,623,568	3,522,332	3,447,332	75,000	F
56 Bowness	133,018	196,935	181,935	15,000	F - Reduced operation cost
57 Village Square	69,052	92,069	92,069	-	
58 Quarry Park / Glenmore Square	108,322	172,108	227,822	(55,714)	U - 2016 life recycle
59 Storage facility	33,396	43,620	43,620	-	
60 Shawnessy	57,707	80,667	78,667	2,000	F - Reduced operation cost
61 Fish Creek	1,912	4,843	1,912	2,931	F
62 Country Hills	30,468	47,967	44,967	3,000	F
63 Nicholls Family	158,721	180,000	218,721	(38,721)	U - Shaganappi 2015 Op cost
64 Judith Umbach	39,519	40,000	40,000	-	
65 Louise Riley CLLC	18,392	24,528	24,528	-	
66 City of Calgary - Warehouse	11,250	15,000	15,000	-	
67 Saddle town	59,828	77,578	77,578	-	
68 Occupancy Costs	721,584	975,315	1,046,819	(71,504)	U
69 Total expenditures	40,273,412	54,856,441	55,248,947	(392,505)	U
Excess of Revenues over Expenditures	954,966	(18,807)	(337,747)	(318,940)	U
Contributions to reserves	(168,750)	(225,000)	(225,000)	-	
Change in Fund Balance	786,216	(243,807)	(562,747)	(318,940)	
Opening Fund Balance	171,910	-	171,910		
Transfer Between Funds	450,941	450,941	450,941		
Allocation of Prior Year Surplus	-				
Closing Fund Balance	1,409,067	207,134	60,104		

Capital Expenditure Forecast				18-Oct-16								Attachment : Updated Capital Expenditure Forecast			
Asset Class	Program Name	Program Detail	2015 Total Expenses	2016 April Updates	2016 July Update	2016 September Update	Executed YTD	Committed	2016 Total Expenditures	2017 Planned Expenditures	2018 Planned Expenditures				
Buildings Sub-Total			4,439,447	4,100,856	3,958,556	3,958,556	3,884,163	890,776	4,774,939	4,540,000	400,000				
Vehicles Sub-Total			391,917	400,000	400,000	400,000	253,674	120,395	374,069	55,000	120,000				
Furniture & Equipment Sub-Total			4,215,024	5,894,210	5,384,950	5,369,950	2,960,147	1,653,746	4,613,892	2,788,000	1,216,000				
Grand Total Planned Expenditures			9,046,388	10,395,066	9,743,506	9,728,506	7,097,984	2,664,917	9,762,901	7,383,000	1,736,000				
							68%	26%	94%						
Four year total															
Cash Required	Carry Forward from prior year		-	-	-	-								-	-
	Assumed Completion Rate		1.0	1.0	1.0	1.0								1.0	1.0
	Cash Required		9,046,388	10,395,066	9,743,506	9,728,506								7,383,000	1,736,000
	Amount to Carry Forward		-	-	-	-								-	-
Cash Available	Carry Forward Reserves		6,729,855	4,570,667	4,570,667	4,570,667								2,245,580	(1,625,420)
	Insurance Settlement		580,970	-	-	-								-	-
	Previous Lifecycle Funding		4,011,593	1,918,746	1,918,746	1,918,746								-	-
	Allocation from Operating		775,000	-	-	-								-	-
	Asset Management Allocation		225,000	225,000	225,000	225,000								225,000	225,000
	Lifecycle Funding		3,137,000	3,137,000	3,137,000	4,656,000								3,137,000	3,137,000
	Quarry Park Funding			603,673	603,673	603,673									
	Interest earned		76,382												
	Unconfirmed funding for Memorial exterior from the Foundation													150,000	
Total Funds Available			15,535,800	10,455,086	10,455,086	11,974,086								5,757,580	1,736,580
Surplus of Cash Available over Requi			6,489,413	60,020	711,580	2,245,580								(1,625,420)	580

Note 1: Requesting advancement of 2018 Lifecycle funding to 2017.

Report to the
Calgary Public Library Board
October 26, 2016
Governance Committee Meeting
October 5, 2016

In Attendance:

Board

Ms. Shereen Samuels, Committee Chair
Ms. Janet Hutchinson
Ms. Debra Giles

Administration

Ms. Ellen Humphrey, Deputy CEO
Mr. Paul Lane, Director, Corporate Services

I. Review of Agenda

There being no objections the Agenda was approved as presented.

II. Approval of Minutes

The minutes of the September 7, 2016 Governance Committee meeting were approved as written.

III. Business Arising from Minutes

A. Board Organizational Meeting and Orientation Session

Further to last month's discussion, the Committee added these points:

- The Agenda will begin with necessary business items such as elections and choice of committees.
- Administration will send out an email in advance asking members to consider their choice of committees and whether they wish to be considered for the Vice-Chair role, and attach the Committee mandates and an organizational chart.
- The topic of staff engagement will be removed since this will be covered at the Board Retreat.
- Ms. Hutchinson, drawing from her experience as Chair, will provide an introduction to the orientation session and provide context about senior staff's attendance at meetings.
- Mr. Macaulay will provide a brief introduction to the Risk Register and Heat Map.
- Ms. Angus will provide an overview of the advocacy plan.
- The tours of community libraries will be held after December.

Action Item	Person Responsible	Timeline
Add items to Board Organizational Meeting and Orientation Session, as discussed	Admin.	Before Organizational meeting

IV. Changes to Board Recruitment Process

Discussion of changes to the Board recruitment process will be deferred pending Council's decision on its appointment process, and the desire of current Board Members whose terms expire in 2017 to be considered for re-appointment.

The Committee agreed that the Board recruitment process has been expensive and time-consuming, but well worth the investment for the results: a consistently high quality Board, the opportunity to build strengths and fill gaps, and explicitly committed members.

Action Item	Person Responsible	Timeline
Discussion on changes to Board Recruitment process will be postponed until more information becomes available	Governance Chair	Later in 2016-2017 Governance workplan

V. Succession Planning for the Board - Procedural Document for Review

Ms. Hutchinson has reviewed the document prepared by Rob Macaulay, and noted that there are several areas where clarity is needed, as follows.

Absences:

Ms. Hutchinson suggested that the following wording be added to the Board Handbook, following the preamble, under the Attendance heading:

Attendance guidelines

Should a Board Member be absent without explanation for 3 Board meetings in a row, that person will be deemed to have resigned from the Board. The Board Chair will request a letter of resignation from the individual and will notify the City Clerk to put into place a recruitment process for a new Board Member.

Should the Board Chair be absent without explanation for 3 Board meetings in a row, the Chair will be deemed to have resigned from the Board. The Board Vice-Chair will request a letter of resignation from the Chair. At the next Board meeting, the Vice-Chair will oversee the election of a new Chair. The new Chair will notify the City Clerk to put into place a recruitment process for a new Board member.

Board members may request a leave of absence from the Board Chair for a period of time of not more than 4 consecutive Board meetings per term. Requests must be in writing and must specify a defined period of time of absence.

Due to the nature of their work, City Councillors are considered exempt from this procedure.

The CEO will be kept informed during any changes due to attendance issues.

It was noted this would be a guideline, not a bylaw. The intent of the guideline is to encourage self-monitoring and full engagement. The preamble that appears before the guideline allows some flexibility on the part of the Chair to address an attendance issue before it reaches a point of formal procedure.

The Committee agreed that this guideline would go in the Board Handbook.

Remote Attendance

Ms. Hutchinson said that clarity is needed on whether remote attendees can vote, and asked that this discussion be put on the next workplan.

Role of Vice-Chair

The role of Vice-Chair should not be seen as a successor to the Chair's position. Rather, it should be an opportunity open to all Board Members to increase their contribution options. The Vice-Chair will be elected annually at the Organizational Meeting.

Action Item	Person Responsible	Timeline
Remote attendance to be discussed further	Governance Chair	2016-2017 Governance workplan

VI. Discussion of Indigenous Board Member Position

The Committee held a preliminary discussion of this topic, bearing in mind that more information will become available following the joint meeting with the Edmonton Public Library Board, which will include a visit from Diana Davidson, Director, Public Library Services Branch.

The Committee raised these points for further consideration:

- How would the right candidate be found, and would there be a recruitment process?
- City Council would need to make the appointment.
- How would one representative speak for the many nations in the area?
- Ms. Davidson may provide advice about the vision, goals and outcomes of the proposed position.
- The appointment must bring a necessary lens to enrich the Board discussion
- Would an advisory task force, comprised of several people, be a better option?
- Another mechanism, such as enlisting special Board advisors to help in particular areas, may be a solution to involving community members in the Board's work, and would apply to other stakeholders such as youth.
- The discussion with Ms. Davidson will provide an opportunity to ask for an additional increase in the number of Board Members.

Action Item	Person Responsible	Timeline
Indigenous Board Member Position to be discussed further	Governance Chair	2016-2017 Governance workplan

VII. Workplan Review

The Committee was pleased to have completed its current workplan. The following items were assigned to the next workplan:

- Indigenous Board Member Position
- Clarification on community members working on sub-committees.
- Lobbying to increase number of Board members.
- Best practices on monthly hours devoted to Board work.
- Syncing CEO Compensation with evaluation process
- Documenting Board recruitment process
- Remote attendance process, including whether remote attendees can vote
- Changes to Board Recruitment Process to be discussed if necessary

Action Item	Person Responsible	Timeline
Add assigned items to next workplan	Governance Chair	2016-2017 Governance workplan

Shereen Samuels
Chair, Governance Committee

Report to the
Calgary Public Library Board
October 26, 2016
Strategy & Community Committee
October 11, 2016

In Attendance:

Board

Ms. Catherine Angus, Committee Chair
Ms. Judy Gray
Ms. Shereen Samuels
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
Mr. Paul Lane, Director, Corporate Services
Ms. Lori Chmara, Business Analyst

Ms. Angus opened the meeting by respectfully acknowledging the Treaty 7 lands.

I. Approval of Minutes

The minutes of the September 12, 2016 Strategy & Community Committee meeting were unanimously approved.

II. Business Arising and Review of Action Items

	Action items arising	Person Responsible	Deadline
1.	Carried forward from last meeting: Connect with ClIFF Executive Director regarding a potential partnership	Debra	Immediately

III. Board Retreat Planning

- Ms. Judy Gray

- Ms. Gray distributed a proposed agenda and the planning committee's to-do list.
- The Retreat will focus on a re-inspiration of the heart and story of the New Central Library, rather than on the physical building, as well as the Board's roles as Library advocates, leaders and learners.
- The pre-work will consist of a book assignment, and statements to be completed that could include leadership concepts and Board priorities.

The Committee brought up the following points:

- Although the Board's work is much broader than the New Central Library, the time has come to focus attention on this exceptional project that is so important to the entire system and the Library's vision.
- Any Retreat activity is intended solely as a group learning opportunity, and should not be interpreted as an operational directive.
- It is not timely to revisit mission and vision at this Retreat, being too early for Strategic Plan considerations and prior to the transformational CULT engagement initiative.

- The Retreat provides a legitimate opportunity for deep in-camera Board discussions. However, the Committee's consensus was that an in-camera session should not be held without a specific purpose, especially with an already full agenda. A best Board practice would be to schedule an in-camera session at regular Board meetings for non-management discussions and intra-board relationship development.

	Action items arising	Person Responsible	Deadline
1.	Retreat pre-work assignments and final agenda to be distributed	Judy	Allow time for reading and completion

IV. CULT Update

- Mr. Mark Asberg, Director, Service Delivery

The purpose of the CULT initiative is to develop and deploy new ideas for employee engagement. Scrum sessions with selected employees started last week and all staff gatherings will take place on November 30.

V. Board Advocacy Plan

-Ms. Catherine Angus, Committee Chair and Ms. Judy Gray

Ms. Angus explained the Board Advocacy chart, which has some reactive and some pro-active activities, along with Board Members' feedback. This will be useful for next year's workplan, with those members who are interested taking the lead in certain areas. The Committee suggested adding a statement from each Board member on: 1) the activities they are best at and most motivated to do, and 2) the activities they want to learn with a partner.

The Committee discussed the time commitment required of Board Members, which does not seem to be exceptional on public boards, and is essential to handle current Board priorities and workload.

Mr. Ptacek and Ms. Hutchinson joined the meeting during the above discussion, at 8:42 am.

	Action items arising	Person Responsible	Deadline
1	Revise the Board Feedback Chart, with numbered rows, and extra column as discussed	Catherine	Next S&C meeting

VI. Quarterly Strategic Plan Review

-Mr. Paul Lane, Deputy Director, Corporate Services

Highlights of this report include:

- The white spaces on the chart indicate where numbers were not available due to a server issue at the time the report was prepared; the numbers will be available in the coming days and it was agreed that those results should be reviewed at the next Strategy and Committee meeting in November.
- The discussion focused on facility quality, which is scored for parking, customer focus, functional space and other factors.

- The facility quality rating does not include Central, which is a unique facility difficult to assess with the same criteria as smaller locations and due to be replaced soon.
- The net promoter score is related to bringing the Library into more people's lives, and groups respondents into categories of detractors, passives, and promoters.
- The next report will be in January, and goals will be set to the end of the Strategic Plan period in 2018.

The Committee commented that the CULT implementation will likely help improve the future net promoter score. All patron feedback, especially from detractors, provides keys to better service and performance.

	Action items arising	Person Responsible	Deadline
1	Ensure that Quarterly Strategic Plan Review is on the agenda of the November Strategy and Committee meeting, in order to cover results missing in the current report.	Mark	Next S&C meeting

Recommendation:

That the Calgary Public Library Board receive the report, Quarterly Strategic Plan Review, for information.

VII. Priority Identification for 2016-17 Workplan

The workplan will include work on identification of advocacy opportunities, and development of mission and vision, in addition to other items.

Catherine Angus
Chair, Strategy & Community Committee

Report to the
Calgary Public Library Board
October 26, 2016
New Central Library Service Design Vision

I. PURPOSE

To inform the board about the Service Design Vision for the New Central Library.

II. BACKGROUND

A transformational building demands an equally transformational plan of service. In June 2016 the Service Design Team embarked on a project to imagine signature services that will animate and activate the New Central Library. The criteria included grounding in the strategic plan, responding to community needs, applicability in community libraries, and bigger and bolder than the fire truck!

III. DETAILS

Over a four month period the design team drew inspiration from the unique building design; international public spaces, libraries, and artists; and from observation and in-person interviews. A variety of factors were considered, including audience lenses, energy levels of the services, and models of activation such as staff-led, self-directed, volunteer-led, and partner-led. The results are a bold plan of over 80 programs and services representing four key themes:

- Learning and Education
- Delight and Play
- Social Connection
- Personalized Empowerment

IV. DESIGN OBJECTIVES

The New Central Library Service Design Vision aligns closely with the Design Objectives identified and approved by the Library Board in the New Central Library Functional Program. The Signature Services are the realization of many of the Human Psycho-Social Health objectives outlined – by providing “meaningful social, cultural and aesthetic experiences”, “inspiring the imagination, a sense of wonder, and curiosity”, by creating an “optimal environment for life-long learning” and “supporting self-directed learning experiences”, and through “building community awareness and understanding”.

V. NEXT STEPS

The New Central Library Service Design Vision is an aspirational plan of service. The upcoming months will involve prioritizing programs and services for further development, prototyping and testing at the central and community libraries and beginning work on developing the partnerships necessary to achieve the ambitious goals.

VI. RECOMMENDATION

That the Calgary Public Library Board receive the report, *New Central Library Service Design Vision*, for information.

Sarah Meilleur,
Director, Service Design