

CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, December 6, 2017  
2<sup>nd</sup> Floor Boardroom, Central Library





|             |  |                                 |
|-------------|--|---------------------------------|
| <b>I.</b>   | <b>Treaty 7 Opening and Chair's Opening Remarks</b>                                    | ...2                            |
| <b>II.</b>  | <b>Review of Agenda</b>  |                                 |
| <b>III.</b> | <b>Consent Agenda (<u>5 minutes</u>)</b>   |                                 |
|             | A. Minutes of the October 25, 2017 Board Meeting                                       | ...4                            |
|             | B. Minutes of the November 8, 2017 Organizational Meeting                              | ...8                            |
|             | C. Chair's Report  | ...12                           |
| <b>IV.</b>  | <b>Business Arising (20 minutes)</b>   |                                 |
|             | A. Business Arising from the Minutes   |                                 |
|             | B. Advocacy Updates, including ALTA Report ( <u>5 minutes</u> )                        | ...14                           |
| <b>V.</b>   | <b>Chief Executive Officer's Report (<u>15 minutes</u>)</b>                            | ...16                           |
|             | <i>Mr. Bill Ptacek, CEO</i>  | <i>Information</i>              |
|             | A. Design Thinking: The Process and Value of Ideation<br><i>Ms. Heather Robertson</i>  | ...verbal<br><i>Information</i> |
| <b>VI.</b>  | <b>Audit &amp; Finance Committee (<u>10 minutes</u>)</b>                               |                                 |
|             | A. Report of the November 27, 2017 Meeting<br><i>Ms. Debra Giles, Committee Chair</i>  | ...verbal<br><i>Information</i> |
| <b>VII.</b> | <b>Strategy &amp; Community Committee (10 minutes)</b>                                 |                                 |
|             | A. Report of the November 23, 2017 Meeting<br><i>Mr. Rob Macaulay, Committee Chair</i> | ...28<br><i>Information</i>     |

|  |                             |
|--|-----------------------------|
| <b>VIII. Governance Committee (10 minutes)</b>   |                             |
| A. Report of the November 21, 2017 Meeting<br><i>Ms. Shereen Samuels, Committee Chair</i>                              | ...32<br><i>Information</i> |
| <b>IX. New Central Library Liaison (15 minutes)</b>  |                             |
| A. Board Engagement with the New Central Library Project<br><i>Ms. Janet Hutchinson</i>                                | ...36<br><i>Discussion</i>  |
| <b>X. Calgary Public Library Foundation Update (10 minutes)</b>  | ...38                       |
| <i>Ms. Ellen Humphrey, CEO, Calgary Public Library Foundation</i><br><i>Mr. Avnish Mehta, CPL Board Representative</i> | <i>Information</i>          |
| <b>XI. Other Business</b>  |                             |
| <b>XII. In-Camera Item</b>   |                             |
| <b>XIII. Adjournment</b>   |                             |

### **Meeting Opening**

We would like to take this opportunity to acknowledge that we are meeting in the traditional territories of the Blackfoot and the people of the Treaty 7 region in Southern Alberta, which includes the Siksika, the Piikuni, the Kainai, the Tsuu T'ina and the Stoney Nakoda First Nations. The City of Calgary is also home to Metis Nation of Alberta, Region III.



Report to the  
Calgary Public Library Board  
December 6, 2017  
**Chair's Report**

Oct 21 Saddletowne Library's 5th Anniversary party  
Oct 25 Board meeting  
Nov 02 Bob Edwards Gala  
Nov 6 Meeting with Catherine  
Nov 07 NCL Media Announcement Event - 1 year countdown  
Nov 08 Met with Andrew to welcome him to the Board  
Nov 08 Board Organizational Meeting  
Nov 17 Met with Shereen, Bill and Heather, re: Board Agenda  
Nov 18 Signal Hill Early Literacy Centre opening  
Nov 21 Governance Committee Organizational Meeting  
Nov 21 CPL Foundation Board Meeting  
Nov 23 Strategy & Community Committee Organizational Meeting  
Nov 24 Staff "Kudos" Appreciation Event  
Nov 27 Meeting with Judy re: ALTA  
Nov 27 Audit & Finance Committee Organizational Meeting  
Nov 28 Foundation's Fundraising Breakfast  
Nov 30-Dec 1 ULC meeting Washington DC  
Dec 4 PLSB Branch meeting in Edmonton

Throughout October and November:

- Preparation and follow-up to meetings
- Phone calls and meetings with Board and Library staff on various matters

Janet Hutchinson

Calgary Public Library Board  
December 6, 2017

Board Chair

**Advocacy Overview Chart  
as of Mar 7, 2017**

| <b>Board Role</b> |   | <b>Board Advocacy Priorities</b>   | <b>Interested Team Members</b>                  |
|-------------------|---|--|---|
| Leader            | 1 | <b>Recruitment of Potential Library Partners</b><br>To help expand CPL services, especially for those who need the Library the most  | Avnish, Judy, Janet, Catherine, Debra           |
| Leader            | 2 | <b>Support for Volunteer Resources</b><br>Connecting potential volunteers with the Library, and thanking individual volunteers   | Shereen, Debra, Catherine                       |
| Leader            | 3 | <b>City Charter and Amendments to the Libraries Act</b><br>As required, stay apprised of changes and influence direction (with Library Admin Team, City, Ministry of Municipal Affairs, or ALTA) | Rob, Janet, Avnish                              |
| Advocate          | 4 | <b>Provincial or National Initiatives</b><br>Support building stronger partnerships/relationships (e.g. AHS, school boards, provincial ministries, national literacy efforts)                    | Judy (ALTA), Janet (ULC links)                  |
| Advocate          | 5 | <b>Funding</b><br>Where required, advocate with elected officials for maintaining or increasing current levels of funding for 2017 and beyond  | Janet   |
| Advocate          | 6 | <b>Support for Foundation Fundraising</b><br>Support for attending and leading "Get to Know Your Library Tours"  | Avnish, Deb, Janet                              |
| Advocate          | 7 | <b>Green Line LRT</b><br>Participate in engagement activities (i.e. charrettes) to ensure Library is involved in early planning  | Shereen   |
| Learner / Leader  | 8 | <b>Alberta Library Conference</b><br>Present new and successful Calgary Public Library Board initiatives and be a presence at the conference to network and build relationships                  | Debra, Janet, Shereen, Catherine, Avnish        |
| Learner           | 9 | <b>Beyond Words: The Cult Initiative</b><br>Participate with renewed purpose, focus and energy   | Board role to be defined, coming out of retreat |



Report to the  
Calgary Public Library Board  
December 6, 2017  
**CEO's Report**

## **GOVERNMENT RELATIONS**

Thanks to the efforts of Councilor Druh Farrell the possibility of a new Louise Riley is being discussed. Currently that library's annex is closed for window replacement and asbestos removal. This means that all the programming must take place in the library proper. However, the library is so small relative to the use and the community it supports that a new library that integrates with the nearby community association and play field along with two major developers next door warrants exploration. Councilor Farrell pulled together a meeting of the City's Urban Planning Office, the City's Manager of Real Estate, Lori Kerr, the Library and Mike Brown of The Calgary Municipal Land Corporation. If The City, along with the Library, can come up with a plausible site plan for the library/park/community association/firehouse property, it may incent the developers to lend their support. It also could be a first step for getting this in the City's next capital plan cycle.

The City's Audit Department has completed its field work and initial draft of their report on the Library's Operational Readiness for the New Central Library. The Library has just submitted its management response to the report and it will be finalized to present to the Library's Audit and Finance Committee in January and the City's Audit Committee in February. In other project news, the City has suggested that the Library sign the lease for the retail provider at the New Central Library and the Library will be landlord, like arrangements with Second Cup at Central Library and Teaja at Nicholls Library. The lease should be signed by the end of the month and we will provide details about the retailer at the in-camera session of the Board Meeting.

At the latest planning session around the Sage Hill Library, the Integrated Facilities Development Team from the City of Calgary presented a timeline that has the design of the library started in late 2019 and the building completed by 2022. While this is longer than anticipated, the Integrated Facilities Development Team is comfortable with the timeline as they see this as a learning project for the City.

Another City-related project that may happen much sooner is a stronger connection to the Fair Entry Program. The service at the Village Square Library has been so successful that the City is exploring the possibility of having it at the Saddletowne Library. We have also suggested that it could be incorporated into our outreach visits to low income housing and seniors housing sites.

Now that the elections are over, we are anxious to hear about the budget for 2018 in both the regular operating portion and the growth related to the New Central Library and the Seton Library. Both of those libraries will open during the next budget year. While our two Councilor members have remained the same, there are four new members of Council. We will be arranging visits with those new Councilors and will hope for significant Board participation in those meetings.

## OPERATIONS

On October 11, the Central Library hosted **Igniting the Fire: Storying the Urban Warrior**. This 3-hour program was for low income, Indigenous adult learners. The program was facilitated by Dr. Michael Lickers and Michelle Scott from St. Mary's University. Teneya Gwin was a co-facilitator with support from Becky Potter. The program started with 14 learners wanting to reconnect with their culture and discusses storytelling through multiple formats; traditional storytelling, graphic novels, novels, art, song and drum making. This program provided many learnings for the Library on how to host Indigenous learners in a culturally safe space. It has been a tremendous opportunity for the Library to reflect how we can build capacity and adapt our current processes and practices in order to best support our work with Indigenous communities.



The release of the chairs and tables RFP for New Central Library shows that the opening is just around the corner. This month's **Feature Number** is the total number of seats that will be available at the new library, which is 1,925. This number includes multi-seat options like study pods and benches. The total number of chairs on the purchase list for front of house is 1,811. If we include back of house chairs, there are 2,286 chairs on the purchase list, including:

- 314 stacking chairs
- 438 study chairs
- 140 Reading Room chairs
- 52 café chairs
- 230 meeting room chairs
- 493 lounge chairs (soft seating including benches, pods, and children's seating)
- 62 cushions on millwork and stairs

## MONTHLY HIGHLIGHTS

**Visit numbers at Saddletowne and Memorial Park showed** impressive increases due in no small part to the use of Library space to host advance polls in the recent civic election. Saddletowne visits grew by 29% and Memorial Park visits grew by 81% compared to October 2016.

**Wireless sessions** are showing a decrease of 9%. Unfortunately, there is no industry standard for tracking wireless sessions on public wireless networks and there are many variables that need to be considered when counting sessions. For instance, the software applies specific criteria to identify cases in which one individual connects to wireless in multiple locations in one building so that those instances can be grouped into one wireless session for one individual. As software evolves (and we recently underwent an update), it makes these kinds of determinations

differently, resulting in variability in the numbers. Overall, the use of the Library's wireless network has been growing for years and is expected to continue to grow as we open more libraries, welcome more library users, and even expand our wireless networks outside the walls of the library.

As the Board noted last month, there is a developing trend in the **Library's monthly numbers**. While the number of outreach events and programs continues to climb, the number of participants remains flat. We have done some analysis to identify the reasons for this and it is included on the back of the Monthly Overview Document.

For the first time **Memorial Park Library was open on Remembrance Day**. Staff opened the doors early at 11:30 am to accommodate the crowds from nearby ceremonies, and nearly 600 people came to colour poppies (in the kids area), check out materials and speak with members of the Calgary Highlanders who shared their experiences as Canadian Armed Forces members.



*Major Beauchamp answers questions*

The lease for **New Central Library's café** is all but signed, an important milestone towards the official announcement. The design and the development permit requests can now begin, working towards an October 1<sup>st</sup> opening for the exterior café (to ensure they are ready for the crowds when the library opens).

The **Rocky Ridge Library at Shane Homes YMCA opens January 15, 2018**. This express library is focused on convenience; think grab and go, library style. It's the first library of its kind in Calgary to operate on a self-service model.



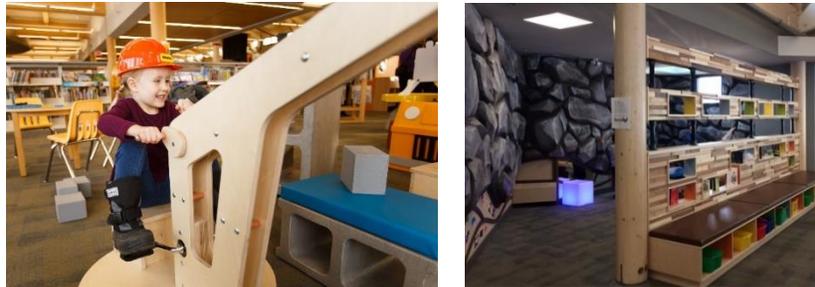
At the Rocky Ridge Library, you will be able to pick up hold items from an innovative storage locker system, or browse popular collections, including 4,000 juvenile books and 2,500 adult books. Members will use self-checkouts to borrow their materials.

The 3,000 square foot space will be open and flexible, with seating for visitors, a children’s area, and a study space. Library staff will be available during high-use times, and to support services and programming, including Drop-In Storytime, Baby Rhyme Time, ESL Conversation Club, and Career Coaching

This fall the Library **opened two new Calgary Foundation Early Learning Centres**. At Forest Lawn Library children are invited to explore elements of “Power Play”, including an interactive feature wall where kids can play and create with moveable gears and ramps and a wind tunnel where they can watch scarves float and fly.



At Signal Hill Library, mini builders can explore everything related to construction and building, including a unique “excavator” toddler space, a dumpster duplo table and cranes that move.



## EARLY LEARNING

The Early Learning Centre project funded by the Calgary Foundation provides an opportunity to invest in a targeted evaluation project that will provide insight into the use of our spaces and the impact design decisions have on learning and behaviours. The Library contracted with Vivo for Healthier Generations and Mount Royal University to explore a research project from November 2017 to Q2 2018 that will:

- provide us with information that will help us better understand how to meet the needs of current and future Library members, including: parents, caregivers, families and children 0-5 who utilize Library services and spaces.
- better understand how the changes to the Calgary Public Library's Early Learning spaces and programs have had, and will continue to have, an effect on visitors to the Library system. We also hope to identify whether the needs of families are being met through their visits to ELC spaces in the Library, and if there are ways to identify gaps and creative solutions that will help us to enhance services to members in more meaningful ways.

## **CHANGES TO UNPAID FINES**

Changes were rolled out to the Library's policies related to membership restrictions for anyone with more than \$10 in unpaid fines. Until last month, anyone with more than \$10 in unpaid fines had been blocked from almost all Library activities, including borrowing e-resources, registering for programs, and using computers, printers, and the wireless network. To ensure that people who need the Library the most have access to as many services as possible, the Library is removing most of these blocks.

The new rules for members with more than \$10 in unpaid fines are as follows:

When a member exceeds \$10 in unpaid fines, they will:

- Not be able to borrow books, CDs, DVDs and other items
- Not be able to place holds on physical items

The following services will *not* be blocked, regardless of any fine amount on the account:

- Renewing physical or digital items, when eligible for renewal
- Booking rooms
- Accessing the e-Library
- Registering for programs
- Using the wireless network, public workstations, and ChromeBooks
- Printing, including receiving \$5 in free printing monthly
- Placing holds on digital items

Allowing Calgarians with fines to use more services will help expand use of the Library and reinforces the Library's goal of supporting Calgarians who most need the Library. These policy changes will also result in time savings for every Library location; there will be fewer situations in which staff will be required to resolve difficult situations arising from members with late fees being prevented from getting the Library service they need.

## OTHER NEWS

On Friday, November 24, Kudos, the Library's annual staff recognition event took place. With Avnish Mehta as emcee, five staff members were celebrated for their 25 years of service and many other staff members were recognized for their contributions to the workplace. The theme was literary characters and the venue, at SAIT's MacDonald Hall, was decked out like a scene from Harry Potter.



The Calgary Public Library Foundation was busy in November with two fundraising events. The Bob Edwards Gala honoured Jann Arden and raised over \$350,000.



On the morning of Tuesday, November 28, the Central Library was the venue for the Foundation's annual fundraising breakfast. The Engine 23 served as the stage for several speakers that shared the impact of donations that add to the work of the Library. The event raised almost \$110,000.

Bill Ptacek  
CEO

## Mission Moment

A long overdue book was returned to Bowness Library with the following note:

*Dear Library Staff,  
Many years ago I borrowed this book. My mom was contacted shortly after the due date had passed. We didn't have a lot of money back then to pay the fees. I swore to her that I didn't have it – but I clearly lied. (Please don't tell her!)  
For nearly three decades now the book has been resting on my bookshelf, eyeing me with disappointment while I sleep.*

*Perhaps you'll agree that it's never too late to right a wrongdoing. So, today I return the book to its rightful owner.*

*As the book concerns Greek Mythology – a subject which likely hasn't evolved much since the book was published in the early 1980s – my hope is that its contents are still relevant and of some value to your current collection.*

***I'd like to thank past employees of the Bowness branch for encouraging me to explore the world at a young age. In November 1988, the time at which I took out this book, no one could have predicted that 28 years later my discoveries would culminate in a PhD in linguistics. A brief word to current staff: Never underestimate the effect you have on your readers, even on the goofballs who don't return their books on time!***



Date

Year 2017  
Month October

Monthly Community Library Results

October

| Location          | New Members |        | Visits  |         | Circulation (Physical Items) |         | Computer Sessions |        | Chromebook Sessions |        | Wireless Sessions |        | Holds Filled (daily average) |       | Programs in the Library |       | Programs in the Community |      |
|-------------------|-------------|--------|---------|---------|------------------------------|---------|-------------------|--------|---------------------|--------|-------------------|--------|------------------------------|-------|-------------------------|-------|---------------------------|------|
|                   | 2016        | 2017   | 2016    | 2017    | 2016                         | 2017    | 2016              | 2017   | 2016                | 2017   | 2016              | 2017   | 2016                         | 2017  | 2016                    | 2017  | 2016                      | 2017 |
| Alexander Calhoun | 372         | 326    | 16,498  | 17,805  | 33,681                       | 31,736  | 2,047             | 1,979  | 214                 | 245    | 1,707             | 1,675  | 290                          | 266   | 72                      | 80    | 4                         | 3    |
| Bowness           | 164         | 189    | 8,849   | 8,065   | 15,394                       | 12,734  | 1,562             | 1,467  | 151                 | 156    | 791               | 613    | 99                           | 87    | 43                      | 43    |                           |      |
| Central           | 1,950       | 1,733  | 95,208  | 90,000  | 56,690                       | 50,342  | 18,815            | 18,422 | 1,871               | 2,398  | 8,355             | 6,339  | 445                          | 461   | 200                     | 207   | 60                        | 24   |
| Country Hills     | 593         | 589    | 40,019  | 36,771  | 58,443                       | 52,712  | 4,158             | 3,973  | 183                 | 473    | 4,459             | 3,735  | 406                          | 339   | 79                      | 88    | 3                         | 4    |
| Crowfoot          | 913         | 843    | 46,617  | 48,653  | 100,467                      | 86,158  | 4,931             | 3,972  | 713                 | 603    | 6,775             | 5,217  | 740                          | 713   | 114                     | 120   | 9                         | 10   |
| Fish Creek        | 889         | 769    | 43,270  | 42,106  | 80,702                       | 76,214  | 4,406             | 4,500  | 466                 | 617    | 4,851             | 4,248  | 592                          | 544   | 128                     | 102   | 8                         | 24   |
| Forest Lawn       | 440         | 503    | 18,398  | 20,687  | 23,557                       | 20,696  | 4,970             | 5,068  | 559                 | 507    | 2,314             | 2,250  | 135                          | 122   | 82                      | 91    | 45                        | 45   |
| Judith Umbach     | 334         | 314    | 22,132  | 20,424  | 35,981                       | 30,705  | 3,528             | 3,328  | 463                 | 792    | 2,541             | 2,332  | 262                          | 240   | 65                      | 78    | 5                         | 24   |
| Louise Riley      | 317         | 267    | 30,959  | 26,108  | 44,542                       | 38,063  | 3,174             | 3,252  | 805                 | 773    | 2,781             | 2,546  | 397                          | 377   | 63                      | 55    | 9                         | 19   |
| Memorial Park     | 191         | 221    | 9,194   | 16,606  | 11,162                       | 12,035  | 1,735             |        |                     | 980    | 902               | 1,209  | 136                          | 140   | 14                      | 35    | 4                         | 3    |
| Nicholls Family   | 419         | 322    | 16,414  | 19,412  | 18,679                       | 17,850  | 1,454             | 1,405  | 879                 | 1,390  | 2,500             | 2,202  | 139                          | 133   | 37                      | 38    | 7                         |      |
| Nose Hill         | 487         | 393    | 20,000  | 35,313  | 52,356                       | 53,551  |                   | 3,394  | 584                 | 661    | 1,006             | 3,051  | 401                          | 386   | 17                      | 67    | 35                        | 24   |
| Quarry Park       | 381         | 423    | 20,468  | 22,734  | 24,561                       | 26,584  | 1,633             | 1,769  | 150                 | 206    | 1,325             | 1,264  | 111                          | 132   | 38                      | 41    | 10                        | 11   |
| Saddletowne       | 680         | 729    | 46,088  | 59,560  | 30,025                       | 27,633  | 6,680             | 6,991  | 1,838               | 2,815  | 3,889             | 3,895  | 132                          | 119   | 66                      | 74    | 11                        | 10   |
| Sage Hill         | 6           | 182    |         | 5,103   |                              | 8,145   |                   |        |                     | 275    |                   | 365    |                              | 21    |                         | 45    |                           |      |
| Shawnessy         | 756         | 804    | 47,543  | 48,681  | 67,016                       | 62,320  | 4,823             | 4,820  | 847                 | 885    | 5,038             | 3,949  | 540                          | 533   | 108                     | 104   | 18                        | 17   |
| Signal Hill       | 601         | 643    | 37,429  | 36,174  | 72,538                       | 66,829  | 3,320             | 3,363  | 268                 | 246    | 2,742             | 2,527  | 565                          | 523   | 91                      | 86    | 4                         | 7    |
| Southwood         | 264         | 248    | 17,167  | 14,769  | 32,486                       | 27,668  | 1,998             | 1,899  | 219                 | 250    | 1,406             | 1,242  | 310                          | 278   | 59                      | 49    | 12                        | 14   |
| Village Square    | 586         | 620    | 40,518  | 41,374  | 32,382                       | 29,058  | 4,574             | 4,220  | 1,716               | 2,339  | 3,148             | 2,758  | 177                          | 152   | 91                      | 83    | 21                        | 33   |
|                   | 10,343      | 10,118 | 576,771 | 610,345 | 790,662                      | 731,033 | 73,808            | 73,822 | 11,926              | 16,611 | 56,530            | 51,417 | 5,877                        | 5,566 | 1,367                   | 1,486 | 265                       | 272  |

As the Board noted last month, there has been a trend developing in the Library’s monthly numbers: while the number of outreach events and programs continues to climb, the number of participants in these efforts is flatlining. We have done some analysis to identify the reasons that participation in programs is not increasing, while Library work effort in creating and delivering programs continues to increase. Here are the three most important lessons we have learned in this process.

| Reason Contributing to Flat Numbers  | Conclusion  |
|--|---|
| <p>When we first introduce new priority programs, attendance can be quite low. For instance, programming for teens and after school homework help programs do not attract the fullest possible audience right away. While programs like School Support (our revamped Homework Help) account for large numbers of programs delivered in the Library during the school year, they may not draw large audiences as the program gradually finds its audience.</p>  | <p>New programs like School Support or coding programs for teens have strong internal support because they are launched to advance the Library’s strategic directions. In addition, these programs are enthusiastically supported by Library partners, including Calgary Board of Education and University of Calgary. With such strong reasons for pursuing these programs, the Library is committed to giving these programs time to gather audience, even as they are not contributing to program participation growth in the short term.</p>  |
| <p>Some major outreach efforts draw small numbers of participants among whom the Library is working to have long-term impact. For instance, the Integrated School Support Program (ISSP) accounts for hundreds of outreach sessions a year, but each session only reaches 10 to 15 children. Likewise, we deliver hundreds of classes in our Digital Literacy in the Community (DLIC) program, but each class reaches less than 10 learners. Compare numbers in these classes to more traditional Library programming, like drop in story times that can reach well over a hundred participants at one time.</p> | <p>Committing to higher impact programs that include smaller numbers of participants does slow growth in participation numbers. In cases like ISSP and DLIC, agreements with Library partners create program models and expectations that we will reach smaller number of participants in more intense ways. While the Library is fully committed to these programs, each time an opportunity for a new initiative arises, the Library carefully considers the balance among the effort required on the part of the Library, the number of program participants that can be accommodated by the program model, and the intensity of the positive impact that the program is likely to have.</p> |
| <p>Close analysis of the attendance numbers reported across the system does show pockets of underreporting, including zeros reported for programs that clearly had multiple participants.</p>  | <p>While statistical reporting by so many individuals on such a large scale across the Library system is always prone to error, we have implemented new strategies to ensure that reporting is as complete as possible each month. For instance, managers will run preliminary reports of programming effort and attendance in advance of the official monthly statistical pull. This preliminary report will help us identify reporting gaps, be they one-off or repeated, correct them right away, and incent more complete reporting going forward.</p>  |

| Date                                      |         | Library Space                        |      |         |      | Access to Technology             |        |           |      |  |         |         |      |            |        |           |      |           |         |     |      |           |    |
|---|---------|--------------------------------------|------|---------|------|----------------------------------|--------|-----------|------|--|---------|---------|------|------------|--------|-----------|------|-----------|---------|-----|------|-----------|----|
| Year                                      | 2017    | <b>Visits</b>                        |      |         |      | <b>Total technology sessions</b> |        |           |      |  |         |         |      |            |        |           |      |           |         |     |      |           |    |
| Month                                     | October | Oct                                  | 2017 | 610,345 | 6%   | YTD                              | 2017   | 5,751,886 | 1%   | Oct  | 2017    | 141,850 | -0%  | YTD        | 2017   | 1,379,805 | 7%   |           |         |     |      |           |    |
|   |         |                                      | 2016 | 576,771 |      |                                  | 2016   | 5,667,127 |      |  | 2016    | 142,264 |      |            | 2016   | 1,290,582 |      |           |         |     |      |           |    |
| <b>New Members</b>                        |         | <b>Room bookings</b>                 |      |         |      | <b>...computer sessions</b>      |        |           |      |  |         |         |      |            |        |           |      |           |         |     |      |           |    |
| Oct                                       | 2017    | 10,118                               | -2%  | YTD     | 2017 | 97,115                           | -3%    | Oct       | 2017 | 73,822   | 0%      | YTD     | 2017 | 718,488    | -3%    |           |      |           |         |     |      |           |    |
|   | 2016    | 10,343                               |      |         | 2016 | 100,336                          |        |           | 2016 | 73,808   |         |         | 2016 | 741,160    |        |           |      |           |         |     |      |           |    |
| <b>Active Members</b>                     |         | <b>Collections</b>                   |      |         |      | <b>...chromebook sessions</b>    |        |           |      |  |         |         |      |            |        |           |      |           |         |     |      |           |    |
| Oct                                       | 2017    | 622,732                              |      |         | Oct  | 2017                             | 25,931 | 49%       | YTD  | 2017   | 233,430 | 14%     | Oct  | 2017       | 16,611 | 39%       | YTD  | 2017      | 138,869 | 96% |      |           |    |
|   |         |                                      |      |         | Oct  | 2016                             | 17,412 |           |      | 2016   | 204,863 |         |      | 2016       | 11,926 |           |      | 2016      | 70,720  |     |      |           |    |
| <b>Programs &amp; Outreach</b>            |         | <b>Physical collection size</b>      |      |         |      | <b>...wireless sessions</b>      |        |           |      |  |         |         |      |            |        |           |      |           |         |     |      |           |    |
| <b>Programs</b>                           |         | <b>Expenditure on physical items</b> |      |         |      | <b>Website sessions</b>          |        |           |      |  |         |         |      |            |        |           |      |           |         |     |      |           |    |
| <b>...in the library</b>                  |         | Oct                                  |      |         |      | 2017                             |        |           |      | 2017   |         |         |      | 2017       |        |           |      |           |         |     |      |           |    |
|   | 2017    | 1,486                                | 9%   | YTD     | 2017 | 12,807                           | 16%    | Oct       | 2017 | 693,428  | 12%     | YTD     | 2017 | 6,827,025  | 12%    |           |      |           |         |     |      |           |    |
|   | 2016    | 1,367                                |      |         | 2016 | 11,053                           |        |           | 2016 | 618,735  |         |         | 2016 | 6,104,848  |        |           |      |           |         |     |      |           |    |
| <b>...in the community</b>                |         | Oct                                  |      |         |      | 2017                             |        |           |      | 2017   |         |         |      | 2017       |        |           |      |           |         |     |      |           |    |
|   | 2017    | 313                                  | -2%  | YTD     | 2017 | 3,669                            | 14%    |           | 2017 | 427,253  | -5%     | YTD     | 2017 | 4,308,421  | -3%    |           |      |           |         |     |      |           |    |
|   | 2016    | 320                                  |      |         | 2016 | 3,226                            |        |           | 2016 | 450,029  |         |         | 2016 | 4,461,889  |        |           |      |           |         |     |      |           |    |
| <b>...for adults, seniors or all ages</b> |         | Oct                                  |      |         |      | 2017                             |        |           |      | 2017   |         |         |      | 2017       |        |           |      |           |         |     |      |           |    |
|   | 2017    | 575                                  | -2%  | YTD     | 2017 | 5,393                            | 16%    |           | 2017 | 37,489   | 15%     |         | 2017 | 37,489     | 15%    |           |      |           |         |     |      |           |    |
|   | 2016    | 589                                  |      |         | 2016 | 4,654                            |        |           | 2016 | 32,704   |         |         | 2016 | 32,704     |        |           |      |           |         |     |      |           |    |
| <b>...for kids &amp; teens</b>            |         | Oct                                  |      |         |      | 2017                             |        |           |      | 2017   |         |         |      | 2017       |        |           |      |           |         |     |      |           |    |
|   | 2017    | 1,224                                | 11%  | YTD     | 2017 | 11,083                           | 15%    |           | 2017 | 1,275,224  | -4%     | YTD     | 2017 | 12,352,881 | -8%    |           |      |           |         |     |      |           |    |
|   | 2016    | 1,098                                |      |         | 2016 | 9,625                            |        |           | 2016 | 1,323,629  |         |         | 2016 | 13,387,436 |        |           |      |           |         |     |      |           |    |
| <b>Total number of programs</b>           |         | <b>...physical items</b>             |      |         |      | <b>...digital items</b>          |        |           |      | <b>Facebook, Twitter, Instagram &amp; LinkedIn</b> |         |         |      |            |        |           |      |           |         |     |      |           |    |
| Oct                                       | 2017    | 1,799                                | 7%   | YTD     | 2017 | 16,476                           | 15%    | Oct       | 2017 | 1,061,969  | -5%     | YTD     | 2017 | 10,269,888 | -9%    | Oct       | 2017 | 235,676   | 11%     | YTD | 2017 | 45,183    | 9% |
|   | 2016    | 1,687                                |      |         | 2016 | 14,279                           |        |           | 2016 | 1,123,007  |         |         | 2016 | 11,341,433 |        |           | 2016 | 212,661   |         |     | 2016 | 41,465    |    |
| <b>Program participants</b>               |         | Oct                                  |      |         |      | 2017                             |        |           |      | 2017   |         |         |      | 2017       |        |           |      |           |         |     |      |           |    |
|   | 2017    | 30,787                               | -7%  | YTD     | 2017 | 328,086                          | 0%     |           | 2017 | 213,255  | 6%      | YTD     | 2017 | 2,082,993  | 2%     |           | 2017 | 2,352,881 |         |     | 2017 | 2,082,993 |    |
|   | 2016    | 32,969                               |      |         | 2016 | 326,551                          |        |           | 2016 | 200,622  |         |         | 2016 | 2,046,003  |        |           | 2016 | 2,046,003 |         |     | 2016 | 2,046,003 |    |



Report to the  
Calgary Public Library Board  
December 6, 2017  
**Strategy and Community Committee Organizational Meeting  
Held Thursday, November 23, 2017**

**In Attendance:**

**Board**

Mr. Rob Macaulay  
Mr. Andrew Rodych  
Ms. Shereen Samuels  
Ms. Janet Hutchinson

**Administration**

Mr. Bill Ptacek, CEO  
Mr. Mark Asberg, Director, Service Delivery,  
Community Libraries and System Operations

**I. Election of Chair**

Ms. Hutchinson assumed the role of Chair until the election of the Chair had taken place. Ms. Hutchinson called for nominations from the floor for the position of Chair of the Strategy and Community Committee.

Ms. Samuels nominated Mr. Macaulay. There being no other nominations, Mr. Macaulay was acclaimed Chair of the Strategy and Community Committee and assumed the Chair.

**II. Meeting Opening**

Mr. Macaulay took the opportunity to acknowledge that the Committee is meeting in the traditional territories of the Blackfoot and the people of the Treaty 7 region in Southern Alberta, which includes the Siksika, the Piikuni, the Kainai, the Tsuu T'ina and the Stoney Nakoda First Nations. The city of Calgary is also home to Metis Nation of Alberta, Region III

**III. Review of Agenda**

The Agenda was approved with no changes.

**IV. Committee Meeting Schedule 2017-2018**

The Committee agreed to meet monthly at 8:00 a.m. for 1.5 hours on the first Tuesday of the month.

The first meeting was set for December 5, 2017.

## **V. 2017-2018 Workplan**

The Committee reviewed the workplan suggested by administration and last year's committee and discussed the following items:

- As the NCL project is nearing completion, the Committee will increase its involvement to receive reports every two months and monthly in September and October.
- Strategic planning development will be a monthly agenda item until May, when the strategic plan will be complete.
- The Committee discussed the number of retreats that need to be held. It was suggested that a general retreat be held in April and another, jointly with the Foundation Board, be held sometime between May and November. Dates will be set by the Board at the December Board meeting.
- It was suggested that the February Committee meeting be held at the Rocky Ridge Library which will open on January 15<sup>th</sup>, 2018.

Several other changes were made to focus the workplan on 2018 priorities and the revised workplan is attached as part of the Minutes of this meeting.

## **VI. Other business**

There was no other business.

## **VII. Adjournment**

MOVED by Ms. Hutchinson, that the meeting be adjourned at 9:17 am.

**Strategy & Community Committee  
2017 / 2018 Workplan  
as of November 24, 2017**

|                              |   |                                 |   |
|------------------------------|---|---------------------------------|---|
| <b>Committee Membership:</b> | Rob Macaulay (Chair)<br>Andrew Rodych<br>Shereen Samuels<br>Janet Hutchinson (ex officio) | <u>Member-at-Large:</u><br>None | <u>Administration Contact:</u><br>Mark Asberg |
|------------------------------|---|---------------------------------|---|

| Activity / Deliverable (specific to Mandate)  | 2018 |     |     |     |          |     |     |     |      |     |     |     |
|---|------|-----|-----|-----|----------|-----|-----|-----|------|-----|-----|-----|
|   | Nov  | Dec | Jan | Feb | Mar      | Apr | May | Jun | July | Aug | Sep | Oct |
| <b>Continuing Work of the Committee</b>   |      |     |     |     |          |     |     |     |      |     |     |     |
| 1. Quarterly Reports on Outcomes: Strategic Plan (Current)  |      | X   |     | X   |          |     | X   |     |      |     | X   |     |
| 2. Board Retreat Planning   |      | X   | X   |     | Retreat? |     |     |     |      |     |     | X   |
| 3. New Strategic Plan Development   |      | X   | X   | X   | X        | X   | X   |     |      |     |     |     |
| 4. Board Advocacy Plan Review   |      |     |     | X   |          |     |     | X   |      |     |     |     |
| <b>Spotlights and Strategic Opportunities for 2017-18</b>   |      |     |     |     |          |     |     |     |      |     |     |     |
| 1. Evaluation of Early Learning Centres   |      |     |     |     |          |     | X   |     |      |     |     |     |
| 2. Rocky Ridge Service Model  |      |     |     | X   |          |     |     |     |      |     |     |     |
| 3. Update on Renovations at Village Square, Country Hills and Crowfoot (April) and New Community Library in Seton (October) |      |     |     |     |          |     |     | X   |      |     |     | X   |
| 4. New Central Library service and transition plans   |      |     | X   |     | X        |     |     | X   |      |     | X   | X   |
| 5. Collections: Updates and Directions  |      |     |     |     |          | X   |     |     |      |     |     |     |
| 6. Working with Indigenous Communities  |      |     |     |     |          | X   |     |     |      |     | X   |     |



**Report to the  
Calgary Public Library Board  
December 6, 2017  
Governance Committee Organizational Meeting  
Held Tuesday, November 21, 2017**

**In Attendance:**

**Board**

Mr. Avnish Mehta  
Ms. Shereen Samuels  
Ms. Janet Hutchinson

**Administration**

Mr. Bill Ptacek, CEO  
Ms. Heather Robertson, Director, Service Design

**Regrets:**

Ms. Debra Giles

**I. Election of Chair**

Ms. Hutchinson assumed the role of Chair until the election of the Chair had taken place. Ms. Hutchinson called for nominations from the floor for the position of Chair of the Governance Committee.

Mr. Mehta nominated Ms. Samuels, who accepted the nomination.

There being no other nominations, Ms. Samuels was elected Chair of the Governance Committee and assumed the Chair.

**II. Meeting Opening**

Ms. Samuels took this opportunity to acknowledge that the Committee is meeting in the traditional territories of the Blackfoot and the people of the Treaty 7 region in Southern Alberta, which includes the Siksika, the Piikuni, the Kainai, the Tsuu T'ina and the Stoney Nakoda First Nations. The City of Calgary is also home to Metis Nation of Alberta, Region III.

**III. Review of Agenda**

The Agenda was approved as presented.

**IV. Committee Meeting Schedule 2017-2018**

The Committee agreed to meet at 5:30 pm on the second Wednesday of every month. There will be no meetings in July and August unless something arises.

## **V. 2017-2018 Workplan**

The Committee decided that the following items would be covered in this year's workplan:

1. Clarification of Vice-chair role
2. Succession plan for the Board Chair
3. Role Clarification for Board members to represent the Library – The Committee discussed this in terms of defining Board members' roles, noting that the Strategy and Community Committee would make the link to advocacy.
4. Emergency succession planning for CEO – This will be discussed at the next Board meeting and then return to Governance as required.
5. Increase number of Board members – As the City Charter is scheduled to be reviewed this year, timing of discussion of this matter is fortuitous. Mr. Ptacek will discuss this with Mr. Woolley.

Administration will set up meetings with the newly-elected City Councillors.

Additional changes to the workplan with respect to timing and responsibility were made. A revised workplan is attached as part of the minutes.

## **VI. Other business**

There was no other business.

## **VII. Adjournment**

MOVED by Mr. Mehta , that the meeting be adjourned at 8:42 am.

| <b>Governance Committee<br/>2018 Workplan<br/>As of November 22, 2017</b>  |   |   |   |
|--|---|---|---|
| <b>Item</b>  | <b>Timing</b>   | <b>Lead</b>   | <b>Status / Notes</b>   |
| <p><b><u>Board Composition</u></b></p> <p>1. Lobbying to increase number of Board members.</p>   | <p>1. Must take into consideration the time of the City Charter process. Moved to 2018 workplan</p>   |   | <p>1. Bill to discuss City Charter with Councillor Woolley at their next meeting.</p> |
| <p><b><u>Board Relations</u></b></p> <p>1. Debriefing of Organizational Meeting and Orientation Process</p> <p>2. Chair's one-on-one meetings with individual Board Members</p> <p>3. Ensure new Board Member's orientation is proceeding</p> <p>4. Clarification of Vice-Chair role</p> <p>5. Clarify role for Board to represent the Library</p> | <p>1. Feb meeting</p> <p>2. April</p> <p>3. February</p> <p>4. TBD</p> <p>5. TBD</p>  | <p>1. Shereen</p> <p>2. Janet</p> <p>3. Janet</p> <p>4. TBD</p> <p>5. TBD</p> | <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p>                                     |
| <p><b><u>Board Recruitment</u></b></p> <p>1. Clarify Board recruitment needs</p> <p>2. Recruitment / appointment process</p>   | <p>1. May</p> <p>2. June. Sub-tasks will then be added to the workplan. Prepare report to be submitted to the City Clerk before early Oct 2018.</p> | <p>1. Janet and Shereen</p> <p>2. Janet and Shereen</p>                       |   |

| <b>Governance Committee<br/>2018 Workplan<br/>As of November 22, 2017</b>  |   |                                      |   |
|--|---|--------------------------------------|---|
| <b>Item</b>  | <b>Timing</b>   | <b>Lead</b>                          | <b>Status / Notes</b>                               |
| <b><u>CEO Annual Review</u></b><br>1. CEO review process for year 2017 with Bill   | 1. Process to begin in December and be completed by late Jan-early Feb 2018   | 1. Janet                             |   |
| <b><u>Board Self-Evaluation</u></b><br>1. 2017 Survey Results to Board<br>2. 2018 Survey – review questions and distribute to Board Members<br>3. Exit Interviews                        | 1. On Jan Governance Agenda then on Jan Board Agenda<br>2. December 2018, by email from Committee Chair<br>3. November 2018, by Board Chair | 1. Shereen<br>2. Shereen<br>3. Janet |   |
| <b><u>Bylaw, Policies, Process</u></b><br>1. Strategic alignment review of bylaws and policies<br>2. Succession planning for Board Chair<br>3. Emergency succession plan for Library CEO |   |                                      |   |
| <b><u>Issues at Request of Committee</u></b>   |   |                                      |   |
| <b><u>Next Year's Workplan</u></b>   | 1. Sept 2018  | 1. All                               | 1. Start thinking about opportunities for next year |

Report to the  
Calgary Public Library Board  
December 6, 2017  
**Board Engagement with the New Central Library Project**

## **ISSUE**

In light of interest expressed by the Board in the New Central Library (NCL) project, this document is intended to provide an overview of various opportunities for project updates and engagement in the New Central Library project over the next year.

## **BACKGROUND**

The original NCL Ad Hoc Committee was formed in late 2011 by motion of the Board. It included Board members and members of the Executive Leadership team from the Library. The committee provided oversight and support through the functional program phase to the review and recommendation of the final design. With the completion of its mandate in 2015, the NCL Ad Hoc committee was dissolved at the recommendation of the committee and by motion of the Board. At this time, the recommendation was that the responsibility for the NCL Project would fall under the mandate of the Services & Facilities Committee going forward.

It remains a priority to have an NCL Liaison from the Board, a staff member (Sarah Meilleur, Director, Service Delivery City Centre Community Libraries and New Central Library) and Kate Thompson, CMLC, to meet on a quarterly basis as one intersection point for Board updates on the construction progress. Opportunities for a broader engagement with the NCL design, programming and communications need to occur directly at the Board committee and Board level.

## **NCL PROJECT COMMUNICATIONS AND INTERSECTIONS FOR THE BOARD**

As we progress through the final stages of the NCL Project over the next year, the Library will be providing a variety of opportunities in which to communicate to the Board about project progress and engage them in project updates and discussions, including:

- Regular NCL project updates provided by members of the NCL Steering Committee (Sarah Meilleur and Bill Ptacek), augmented by the NCL Board Liaison Role.
  - This standing item on the Board agenda will include relevant updates on construction, program development, communications with CMLC and the City, and communication plans (internal and external).
- The Services & Facilities Committee has defined a schedule of regular touchpoints for the Committee and Board to discuss the project's operational progress.
- In early Q1 2018 the Board will be briefed on the NCL Promotional Plan and receive media and messaging training regarding the New Central Library.

## **EMERGING SYSTEM PRIORITIES**

The opening of the New Central Library offers the Library an incredible opportunity to shine a brighter light on its work system-wide and commit to a new Strategic Plan that will carry the momentum of the opening across to new projects, such as Seton Library and Sage Hill.

Other priorities for 2018 include:

- Ongoing oversight of the current Strategic Plan
- The development and roll-out of the 2019-2023 Strategic Plan remains a top priority for the Board in early 2018.
- Renovations of existing library facilities and the opening of two new Library locations (Rocky Ridge and Seton)
- Ongoing community advocacy

## **RECOMMENDATION**

That the Calgary Public Library Board receive this update as information to support discussion around NCL oversight, communication, and engagement.

Submitted by:

Janet Hutchinson  
Board Chair

Report to the  
Calgary Public Library Board  
October 25, 2017  
**Calgary Public Library Foundation Update**

**1. November Highlights**

• **Add In Campaign**

- Surpassed \$319 million (91%) of its financial goal and Windows of Opportunity launched in November is its key initiative to invite and engage all Calgarians in investing in Calgary's future through the Library.
- 607 total Windows donations have been confirmed as of November 29.

• **Event fundraising:**

- Bob Edwards Award Gala on November 2 generated over \$350,000 net proceeds through corporate sponsorship, table sponsorship, individual tickets, raffles and in-event donations to the Windows Campaign.
- Friends of the Library Leadership Breakfast on November 28 generated over \$106,000 including several five-year pledges of support, Window purchases.

• **Major Gift fundraising:**

- Individual gifts of \$100,000 and legacy gifts of \$100,000 are being finalized. Additionally an individual verbal pledge of support for \$250,000 was received with help from Library Foundation Board Chair Pat Moore.
- Foundations and Grants include a highly qualified \$2,000,000 ask under review and decision in December. Additional priority work included Government of Alberta Community Facilities Enhancement Program (CFEP) grant application for Indigenous Placemaking in New Central Library; ask is \$261,250.
- Corporate asks total \$350,000 made to Cenovus Energy, TD Bank Group, ConocoPhillips, StatOil, and CIBC. Corporations' activity included early (2017) receipt of Sun Life Financial Music Instrument Lending Library final payment of \$60,000 for this four-year initiative.
- Christine Gingerick has moved into a Major Gift role to help enhance fundraising results.
- Activity drives results and the Library Foundation team has collectively executed 186 calls with prospective Library supporters in Q4 2017.

• **Impact Giving fundraising:**

- Holiday Direct Mail, distribution of 23,000 on November 27; goal is \$50,000. Inspiring message features priority community needs being met through Library's Digital Literacy in the Community, and Story Truck.
- Cause Shopping: *librarystore.ca* holiday promotional campaign in print and digital - in Metro Friday, December 1; Facebook, Instagram, and Twitter paid ads, social media. New products include New Central Library themed socks with a Calgary supplier.

- Social Enterprise: Library Foundation became the designated charity for Sandstone Energy, an Alberta Energy Retailer generating \$600 per month with secured monthly funding for ten years. This is a business development opportunity to convert Library supporters to switch their energy provider.
- **Library Strategic Priorities:**
  - The 2018 Grant Letter to Library was finalized and will deliver a baseline commitment of \$1,808,825 in designated and unrestricted support. Casino funds estimated at \$60,000 in 2018 will also be made available.
  - Library Foundation team attended Library's KUDOS event including profile of giving opportunities through Windows campaign, raffles, and cause shopping at librarystore.ca Library employees are being consulted about where to direct their previous contributions to 50/50 initiative in support of the NCL project.

## **2. December Forecast**

- **Operations/Add In Campaign**
  - Initial planning is underway with Library Foundation Board to create a campaign toolkit for their use in participating in fundraising efforts to achieve the \$350 million goal. This will include striking a Board Campaign Committee to plan and execute strategic fundraising activities.
  - Preliminary business planning is underway for 2018 to finalize in January.
  - Calgary Foundation Crowfoot Library Early Learning Centre Launch, December 7.

## **3. Add In Campaign – Key Performance Indicators (as of 29 November)**

- Year to Date Raised: \$6,161,289
- Total Campaign Gifts: 43,244
- Unique Donors: 14,391
- Monthly Donors: 338
- Grant Funding Submissions: 30 with prospective \$1,000,000+

Ellen Humphrey  
President and CEO  
Calgary Public Library Foundation