

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, February 22, 2017
2nd Floor Boardroom, Central Library



I.	Treaty 7 Opening and Chair's Opening Remarks	
II.	Review of Agenda	
III.	Consent Agenda (<u>5 minutes</u>)	
	A. Minutes of the January 25, 2017 Board Meeting	...2
	B. Chair's Report	...10
IV.	Business Arising	
	A. Business Arising from the Minutes	
V.	Chief Executive Officer's Report (<u>2 minutes</u>)	...12
	- <i>Mr. Bill Ptacek, CEO</i>	<i>Information</i>
	A. Playground at Forest Lawn Library	...verbal
	- <i>Ms. Sarah Meilleur</i>	<i>Information</i>
VI.	Financial Matters	
	A. Financial Snapshot for the month ended January 31, 2017	...22
	- <i>Ms. Elrose Klause, Controller</i>	<i>Information</i>
VII.	Strategy & Community Committee	
	A. Report of the February 7, 2017 Meeting	...26
	- <i>Ms. Judy Gray, Committee Chair</i>	<i>Information</i>
VIII.	Governance Committee	
	A. Report of the February 14, 2017 meeting	...verbal
	- <i>Ms. Shereen Samuels, Committee Chair</i>	<i>Information</i>
	B. Discussion of the Consolidated Board and Committee Workplan	...28
	- <i>Ms. Shereen Samuels, Committee Chair</i>	<i>Decision</i>

IX. Calgary Public Library Foundation Board (5 minutes)

- A. Report of the February 21, 2017 meeting
- *Mr. Avnish Mehta, Board Representative* ...verbal
Information

X. Other Business

- A. Strategic Plan Update
- *Mr. Paul Lane, Director, Corporate Services* ...verbal
Information

- B. Update on Meeting with Mayor and City Manager
- *Mr. Bill Ptacek, CEO* ...verbal
Information

XI. In-Camera Agenda (separate attachments)

XII. Adjournment

Report to the
Calgary Public Library Board
February 22, 2017
Chair's Report

Jan 25	Board meeting
Feb 3	Breakfast with Michael Brown (CMLC) and Avnish re: NCL project and communication
Feb 7	Strategy & Community Committee meeting
Feb 7	Board Agenda meeting with Bill and Catherine
Feb 7	Coffee with Avnish re: Foundation Board and future planning
Feb 8	Attended Foundation's tour of Central Library
Feb 10	CEO Review meeting with Bill, along with Catherine and Shereen
Feb 14	Governance Committee meeting
Feb 21	Foundation Board Meeting

Throughout the month:

- Prepared for CEO Review meeting by reviewing material, such as Evaluation Survey, metrics, etc.

Janet Hutchinson
Board Chair

Report to the
Calgary Public Library Board
February 22, 2017
Chief Executive Officer's Report

GOVERNMENT RELATIONS

The City of Calgary is using the development of the Sage Hill site as a pilot for their Integrated Civic Facilities Project. While there are many potential partners on the seven acre site, currently it is the Library and a Park and Ride for Transit that are driving the planning on this site. We recently met with the leads for the City on Integrated Facilities and we have learned that our longer term request to redo libraries in the established neighborhoods will fall under this approach. However, the City will consider those projects in the context of their next long range capital plan. In the meantime, they hope to use Sage Hill to perfect the design process.

Currently, the site planning for Sage Hill is scheduled to be completed by April 1st. The design of the Library can start as soon as City Council approves the site plan. They have a deadline of June so that their decision will not conflict with the fall elections. In the meantime, the Library is leasing 2,500 sq ft in an adjacent retail area and plans to begin operation of the temporary Sage Hill Library as soon as May or June.

Steady Collyer, the Executive Director of Calgary Reads, has been leading a coalition of folks from various literacy-based agencies to explore the possibility of a Third Grade Reading Level success effort in Calgary. In other North American cities, this movement has led to some remarkable improvements on the number of kids who are reading at grade level at this benchmark juncture. But any such work requires the schools to participate and share data about third grade reading assessments. Since the CBE has not been able to provide that information, I joined Steady in a meeting with Minister Joe Ceci to find out if the Provincial government could help CBE make such information available. While Ceci is the Finance Minister, he is in touch with the Education Minister and he meets regularly with the CBE Board Chair. He promised to raise this issue with both. He also indicated that he and other MLAs from Calgary would be interested in being a part of this coalition.

At that meeting, Minister Ceci mentioned that through Druh Farrell's invitation, he will organize a tour of the New Central Library for members of the Legislative Assembly and perhaps even Premier Rachel Notley. While we are not sure of how many and who will come, we have tentatively set that tour up for March 24th. At a different time, we have another invitation to tour the construction site for members of the Calgary Board of Education. When that date is firmed up, we will try to organize a contingent of Library Board members to join in on that event.

A series of programs are being developed in collaboration with the Calgary Board of Education and Mount Royal University for **Freedom to Read week**. The week will kick off with the Library's presentation of the Governor General's award-winning YA novel, *When Everything Feels Like the Movies* by Raziel Reid, to City Council on February 27th. Joining us at the Council meeting will be CBE Trustees Joy Bowen-Eyre and Julie Hrdlicka. Raziel Reid will be participating in a panel discussion "Writing the Truth for Youth" on February 28th, which will explore themes of censorship, voice and sexual identity in youth literature.

OPERATIONS

Cynthia Watson is the Chief Evolution Officer of Vivo in north Calgary. The Country Hills Library is located in that center. Cynthia has agreed to allow the Library to incorporate a play area that is next to the Library in the entryway to the center. We hope to develop this area as an early learning and play area. Cynthia and her team recently used the Idea Lab at our current Central Library for a planning effort. They were so impressed by the space that they would like to explore the possibility of developing a similar Idea Lab in Vivo. They would also like to partner with the Library on a summer learning effort at the Centre and would like to investigate a joint project with Momentum to develop an entrepreneur center at Vivo.

Math Quest pilots at Signal Hill library and Crowfoot libraries proved very successful with children working with their families, Library staff and volunteers to complete math quests all over the libraries. Library staff were a wonderful support and enjoyed weighing books on the scale and searching for shapes in the libraries. The youth volunteers were also exceptional and embraced the idea that the program is child-directed. From these pilots the program will be rolled out to the rest of the system later this year.

Participants of the Math Quest pilot program weigh books and measure bookshelves



Design leads, Stephanie Nemcsok and Kate Schutz pilot tested *Becoming the Guide* on the Side Part 1 and 2 with staff across the system. Staff were immersed in inquiry as learners, exploring materials, visual communication, questioning techniques and routines for reflection, all while aiming to answer the big question: *what does it mean to be a facilitator of learning at the Library?* This approach will be critical for our presentations in schools about the digital resources that are now available to all students in the CBE and soon the Catholic system. After the session, one participant wrote: "I used to think I need to fake being a teacher, but now I know I just need to bring me." Thoughtful feedback such as this confirmed the pilots to be an overall success and, with some revisions, the next iteration will be offered in early February.



Becoming the Guide on the Side

A snapshot of the juvenile nonfiction collection at Calhoun shows an increase of 8% checked-out. Calhoun's JNF was 37% out pre-installation on October 25, 2016 and was 45% out on January 23, 2017. Village Square had 27% of all the juvenile nonfiction books checked out in October, and post installation was 30% out on January 23. These are the libraries that are piloting our latest effort to curate a part of the collection to market the offerings and make it easy for patrons to find good stuff on our shelves.

Our Feature Number this month highlights the success of Digital Literacy in the Community (DLIC), a Calgary Learns funded program undertaken by the Library in partnership with social service agencies across the city. The Library's team of 45 specially-trained instructors brings digital literacy support to learners who would otherwise not have access to such programming. The small-group instruction helps learners overcome multiple barriers to learning, including poverty, learning disabilities, low-literacy skills and language barriers. The DLIC program is a unique offering of the Library, in that it offers digital literacy instruction through the use of mobile computer labs in the community, rather than requiring learners to attend at the Library. DLIC has been an important part of the Library's outreach efforts; in 2016 alone the team delivered almost 300 DLIC sessions at 30 local social service agencies.

Overall, the Monthly Overview presents continued strength in programming and outreach numbers as we launch into a new year. Due to temporary people counter issues at three locations, visits to Library spaces showed a small decline in January; without those technical issues, visits would be stable. At the same time, the room booking number is showing a very large increase, reflecting not only that room bookings are meeting a growing need in the community, but also that we are now able to capture room booking numbers more fully through the automated room booking system on the website; once we have a full year of data from the room booking system, the year over year increase will certainly level out.

Digital Literacy in the Community Year End Numbers

	2016	2015	Year over year percentage change
Mobile Labs	3	2	+50%
Partners	30	13	+131%
Classes	298	116	+157%
Learners	1731	726	+138%

OTHER

On February 8th, Paul McIntyre Royston from the Library's Foundation, Early Learning Design Lead Kristen Duke and I made a presentation to the Calgary Foundation, asking for \$1 million to fund the development of early learning centers at Crowfoot, Saddletowne, Forest Lawn and Signal Hill libraries. This was the second year in a row that we have made the final cut in the Calgary Foundation's major gift program. Last year we requested \$3 million to build centers in all libraries. They have scaled back the amount so that they can support more organizations in this tough economy. Still we indicated that if they could provide us with \$3 million in this cycle, we could build these early literacy centers at all libraries and the New Central Library as we have a year of experience developing the first three - Engine 23, Village Square and Fish Creek.



Rundle School participating in #Readfor15yyc

With our advertising and social media activities, the support of CBC, and *Mayor Nenshi Reads*, the Calgary Public Library doubled its participation rate this year in the Read for 15 Challenge. Over 9,657 people read for 15 minutes and willingly submitted their name to our online form.



Mayor Nenshi Reads at the Library, Jan. 27/17

As part of the *Read for 15* effort, in partnership with the Mayor's office, the Library launched the inaugural *Mayor Nenshi Reads* program. The Mayor's office was thrilled with the success of the first event, and details for how the program will unfold are in discussion.

In early February 260,000 adult patrons who registered for library cards with an e-mail address received the Library's Newsletter. This was in anticipation of the fundraising request to support collections. That request will go out to the same group of cardholders at the end of February. The wording and some explanations for that effort were distributed at last month's Board meeting. The newsletter and the ask will have an option for patrons to opt out of receiving such communication from the library. As requested, the number of patrons opting out will be tracked and reported back to the Board.

MISSION MOMENT

Here's an example highlighting staff behaviors that aligns marvelously with the messages of the January 12 staff engagement event:

At the Judith Umbach Library Suzen Statz was cleaning up the children's area at the end of her shift when she noticed a group of children running through the stacks and between patrons. She recognized the children's parents who identified themselves as refugees when she had helped them with new library cards a few weeks before. Unfortunately the parents did little to mitigate the children's disruptive behavior so Suzen caught their attention and had them march in single file. Suzen marched with them in unison around the children's area chanting "March! March! March! March! STOP!" They continued this game around the children's area to the delight of their adult caregivers who clapped along in time. One parent even turned on some Arabic music on their phone! What could have been a very disruptive situation was contained through this fun and lighthearted interaction that not only had everyone in the room laughing and clapping along, but gave Suzen the opportunity to clean up at the same time.

Bill Ptacek
CEO

	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	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Alexander Calhoun	353	358	17,001	16,888	37,206	32,856	1,875	1,961	1,308	1,629	291	309	58	55	9	10
Bowness	169	188	8,525	7,826	14,995	13,950	1,367	1,282	449	696	108	104	25	37	1	3
Central	2,144	1,973	101,151	95,110	62,289	54,666	19,579	18,412	7,839	8,677	442	462	125	183	23	53
Country Hills	719	639	37,354	39,947	59,697	54,807	3,441	3,687	3,158	4,065	346	398	52	67	1	1
Crowfoot	1,083	866	44,203	42,776	106,498	91,379	4,142	4,153	5,291	6,679	715	753	93	92	5	5
Fish Creek	1,068	794	41,183	40,691	84,365	76,491	4,037	4,125	3,617	4,595	558	575	88	106	18	19
Forest Lawn	508	385	17,276	16,209	25,859	20,778	4,352	4,442	1,650	2,167	126	126	63	66	27	48
Judith Umbach	362	309	31,908	19,103	38,139	32,980	2,911	3,318	1,857	2,381	267	261	58	49	9	5
Louise Riley	451	335	29,584	9,599	48,680	42,297	2,977	2,881	2,058	2,360	408	424	48	44	18	18
Memorial Park	191	178	8,710	8,689	11,530	11,128	1,545	1,555	759	878	140	147	12	20	2	8
Nicholls Family	145	372	6,932	17,827	13,834	17,438	1,285	1,431	644	2,388	130	141	16	27	1	1
Nose Hill	411	359	30,698	23,990	62,757	56,191	3,149	2,669	2,283	2,794	423	441	42	54	1	6
Quarry Park	143	435	7,799	21,507	13,487	23,963	1,359	1,651	712	1,631	92	128	22	39	3	2
Saddletowne	718	618	44,024	47,920	33,514	28,975	6,279	6,721	3,329	3,995	112	136	53	63	8	5
Shawnessy	940	761	48,894	47,085	80,377	63,615	4,343	4,394	4,106	4,828	532	552	75	87	11	20
Signal Hill	697	527	36,022	34,753	76,877	69,582	3,336	3,075	1,952	2,592	513	611	72	70	6	1
Southwood	302	249	15,921	14,757	33,580	29,906	1,787	1,872	950	1,178	304	309	61	65	4	6
Village Square	587	545	34,855	39,790	36,209	30,743	5,012	4,336	2,674	3,330	175	169	60	70	24	23
TOTAL	4,295	1,973	562,040	544,467	839,893	751,745	72,776	71,965	41,122	55,289	5,682	6,046	1,023	1,194	171	233

**Calgary Public Library Board
As at January 31, 2017**

January 2017 Key Financial Indicators

Financial Snapshot				
	Budget YTD	Actual YTD	Variance YTD	Forecast
Operating Revenue	4,800,294	4,822,290	21,996	*
Operating Expenditures	4,560,053	4,526,575	33,478	*
Excess / Deficit Operating Fund (Before loans repaid and contribution to reserves and Other contributions)	240,241	295,716	55,475	*
Capital Reserve Balance		1,758,022		
Operating Reserve Balance		489,680		
		-		

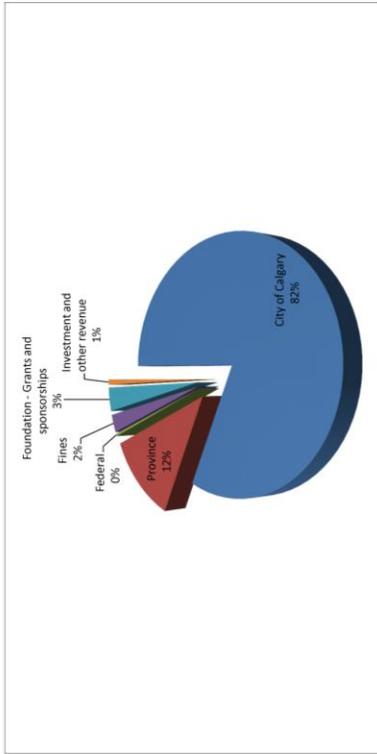
* To start with second quarter report.

January 2017 Month End Snapshot

Financial Summary				
Budget / Actual Variances				
	Budget YTD	Actual YTD	Variance YTD	
Operating Revenues				
City of Calgary	3,936,121	3,936,121	(0)	
Province of Alberta	570,034	570,034	-	
Federal Government	18,709	15,052	(3,657)	U
Fines	102,085	114,172	12,086	F
Grants and sponsorships	131,502	151,852	20,350	F
Investment and other revenue	41,843	35,061	(6,783)	U
Operating Expenditures				
Salaries and employee benefits	2,208,941	2,269,267	(60,326)	U
Collections	1,367,167	1,358,040	9,127	F
General Operating	617,417	571,610	45,807	F
Building and equipment	290,808	256,681	34,127	F
Occupancy costs	75,720	70,977	4,743	F
Average days cash on hand				
		43	Days	
Working Capital - Operating		448,951		
Working Capital - Capital Fund		1,758,022		

Financial Dashboard

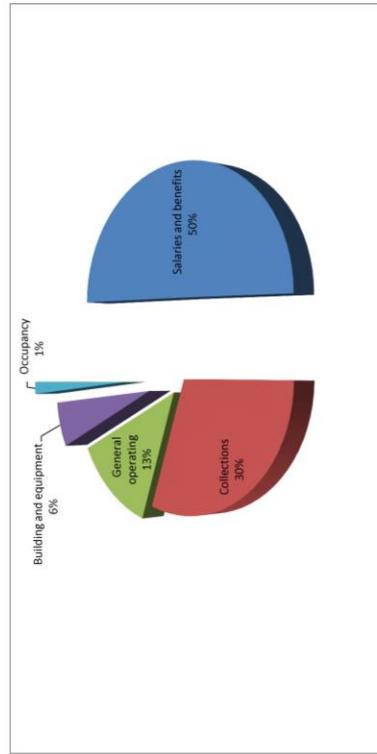
Revenues % by Category (Actual at the end of January 2017)



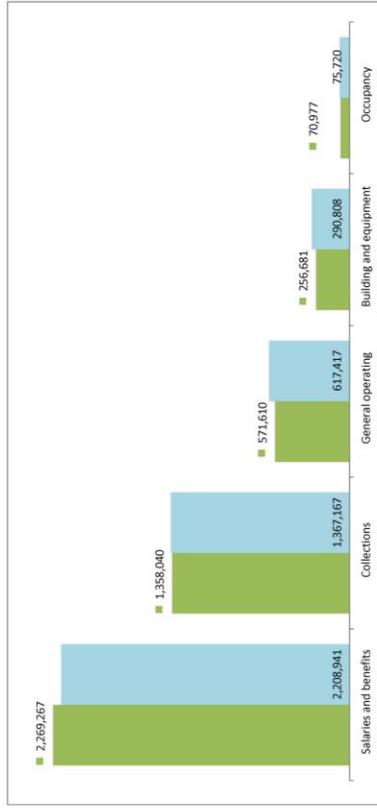
Revenues Actual vs Budget at the end of January 2017



Expenses % by Category (Actual at the end of January 2017)

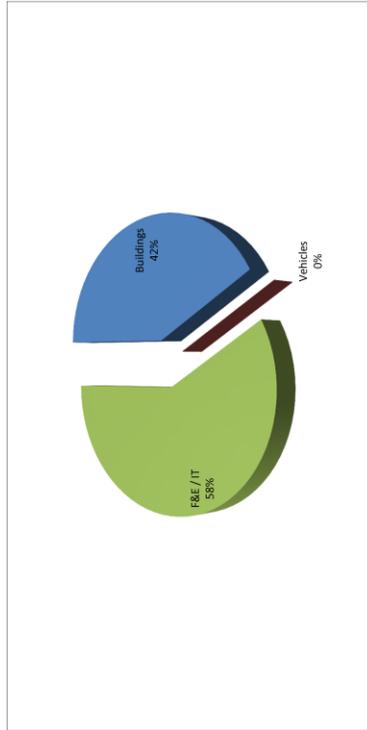


Expenses Actual vs Budget at the end of January 2017

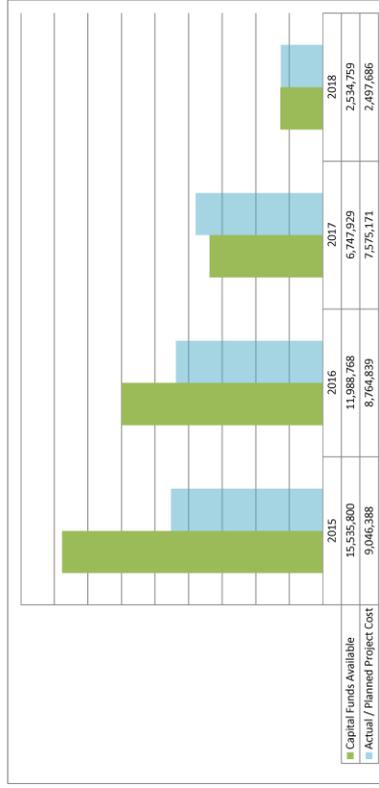


Capital Spending Dashboard

Capital Major Categories Per Annual Capital Plan



Capital Funds Available January 2017



	2015	2016	2017	2018
Forecasted Funds Remaining	6,489,413	3,223,929	(827,241)	37,073

Report to the
Calgary Public Library Board
February 22, 2017
**Report of the Strategy and Community Meeting
February 7, 2017**

In Attendance:

Board

Ms. Judy Gray, Committee Chair
Ms. Catherine Angus
Mr. Frank Durnford
Ms. Janet Hutchinson
Mr. Rob Macaulay

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

I. The Logistics of Strategy & Community Committee Meetings
- Ms. Judy Gray, Committee Chair

The Committee agreed that time limits are useful for focusing the discussion, and the meeting Chair should be the time-keeper.

II. Organizational Structure Update
- Mr. Mark Asberg, Director, Service Delivery

The Committee reviewed the organizational structure changes, which are designed to prepare for the New Central Library, integrate innovative services into the whole Library system, and manage the system's geographic growth with improvements to workflow and materials handling.

**III. Fostering Connections between Board Members and Community Libraries:
Updated February 7, 2017**
- Mr. Mark Asberg, Director, Service Delivery

The organizational structure changes have affected the Community Library Board Connections chart. Community Library Managers will reach out to their assigned Board Members.

IV. Update on Strategic Scorecard: Q4 2016
- Mr. Paul Lane, Director, Corporate Services

The Committee discussed the following issues:

- While many important measures are in positive territory, a number of measures related to facilities in particular show room for improvement. Factors impacting facilities measures change slowly, but upcoming renovations and new builds will turn these measures in a more positive direction with time.
- Members' satisfaction in Library experiences has risen.
- The use of CDs and DVDs is declining, and CDs will be withdrawn from many community libraries over the next year as a result of dwindling supply and demand. While streaming options to replace DVDs are not yet developed enough to meet the

needs of the public library environment, music streaming options to replace CDs are better positioned to meet members' expectations.

- Traditional circulation measures are becoming less important as the Library's effectiveness in the community can be better measured by the delivery of programs, outreach efforts, and the use of library space. This trend is being experienced across all North American libraries.
- The Committee discussed how best to communicate the changing trends in library use and collection browsability.

V. Strategic Planning Process: Survey Results and Next Steps

- Mr. Paul Lane, Director, Corporate Services, and Ms. Lori Chmara, Business Analyst

The Strategic Planning Board Retreat will be held on April 8, and the process to find a facilitator has been initiated. The results of the Board survey on strategic planning will be compiled when more responses have been received.

	Action items arising	Person Responsible	Deadline
1.	The survey will be made live again and sent out to Board members for completion	Paul Lane and Janet	February 15

VI. Lido Pop-Up Library Update

- Mr. Mark Asberg, Director, Service Delivery

The Lido Pop-Up Library space has been a great place to test new ideas and experiences. Many thanks are due to Councillor Farrell's office for their support in initiating this project and to Battistella Developments for their generous contribution. The pop-up concept may be used in other locations as opportunities arise. The next focus for delivering new programs and experiences will be the Memorial Park Library.

VII. Proposed 2016 / 2017 Strategy & Community Committee Workplan

- Ms. Judy Gray, Committee Chair

The Committee made some changes to the workplan and discussed when reports should be made to the Committee or to the Board, a decision that is affected by both interests and time commitments.

	Action items arising	Person Responsible	Deadline
1.	Finalize work plan for 2017	Judy and Mark	March S&C

Ms. Judy Gray
Chair, Strategy & Community Committee

Recommendation from the Governance Committee:

THAT the Board receive and approve *The Revised Consolidated Workplan For The Year 2016-2017* and incorporate an annual consolidated workplan review into the Governance Committee workplan.

REVISED DRAFT 2016-2017 Consolidated Workplan: Library Board and Committees As of February 15, 2017				
Month	Strategy & Community	Governance	Audit & Finance	Board
Nov	<ul style="list-style-type: none"> Organizational Meeting 	<ul style="list-style-type: none"> Organizational Meeting 	<ul style="list-style-type: none"> Organizational Meeting 	<ul style="list-style-type: none"> Organizational Meeting Foundation Board update Board Retreat
Jan		<ul style="list-style-type: none"> CEO Compensation Review Summary Report Syncing CEO Compensation with evaluation process Review CEO performance 2016 with Bill Review 2016 Board Self-Evaluation Survey Results 	<ul style="list-style-type: none"> Quarterly Risk Review Budget Presentation and Review Preliminary Year End Financial Review 	<ul style="list-style-type: none"> NCL Quarterly Update CULT engagement update Employee engagement event report and follow-up CEO Compensation Policy
Feb	<ul style="list-style-type: none"> Define strategic planning process 	<ul style="list-style-type: none"> Debrief on Organizational Meeting and Orientation Process Ensure new Board Member's orientation is proceeding 		<ul style="list-style-type: none"> CEO Evaluation Review Foundation Board update
Mar	<ul style="list-style-type: none"> Complete Mission, Vision, Values refresh 		<ul style="list-style-type: none"> Presentation of Audited Financial Statements Annual Risk Review 	<ul style="list-style-type: none"> Planning for April's Strategic Planning Retreat
Apr	<ul style="list-style-type: none"> Quarterly report on Strategic Plan outcomes Quarterly report on facilities 	<ul style="list-style-type: none"> Report on Board Members' time tracking for 1st quarter Board Recruitment: If process is required, the sub-tasks will be added to the workplan in May or June 	<ul style="list-style-type: none"> Quarterly Risk Review Quarterly Financial Review 	<ul style="list-style-type: none"> NCL Quarterly Update Foundation Board update Strategic Planning Retreat
May				

REVISED DRAFT 2016-2017 Consolidated Workplan: Library Board and Committees As of February 15, 2017				
Month	Strategy & Community	Governance	Audit & Finance	Board
Jun			<ul style="list-style-type: none"> Preparation for Annual Presentation to City's Audit Committee Presentation to Audit Committee June 22 	
Jul	<ul style="list-style-type: none"> Quarterly report on Strategic Plan outcomes Quarterly report on facilities 		<ul style="list-style-type: none"> Quarterly Risk Review Quarterly Financial Review 	
Sep				<ul style="list-style-type: none"> NCL Quarterly Update Foundation Board update
Oct	<ul style="list-style-type: none"> Quarterly report on Strategic Plan outcomes Quarterly report on facilities Suggestions for next year's workplan 	<ul style="list-style-type: none"> Review questions for and distribute 2017 Board Self-Evaluation Survey Suggestions for next year's workplan 	<ul style="list-style-type: none"> Presentation of Audit Plan Quarterly Risk Review Quarterly Financial Review Suggestions for next year's workplan 	<ul style="list-style-type: none"> Suggestions for next year's workplan
Ongoing or to be Scheduled as Required	<ul style="list-style-type: none"> Advocacy Plan Stewardship Strategic opportunities that may surface Regular updates on ALTA from Judy Issues at request of Committee 	<ul style="list-style-type: none"> Clarification on community members working on sub-committees Lobbying to increase number of Board members Remote attendance process, including whether remote attendees can vote Issues at request of Committee 	<ul style="list-style-type: none"> On-going effective financial information for the Board – to be discussed Issues at request of Committee 	<ul style="list-style-type: none"> Advocacy

In Camera Agenda
Calgary Public Library Board
February 22, 2017

1. CEO Evaluation

...distributed separately