

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, January 25, 2017
2nd Floor Boardroom, Central Library



- | | | |
|-------------|---|--------------------------|
| I. | Chair's Opening Remarks | |
| II. | Review of Agenda | |
| III. | Consent Agenda (<u>5 minutes</u>) | |
| | A. Minutes of the November 30, 2016 Board Meeting | ...2 |
| | B. Chair's Report | ...6 |
| IV. | Business Arising (15 minutes) | |
| | A. Business Arising from the Minutes | |
| | B. CULT Engagement Update
- <i>Mr. Bill Ptacek, CEO</i> | ...verbal
Information |
| | C. Employee Engagement Event Report and Follow-Up
- <i>Mr. Mark Asberg, Director, Service Delivery</i> | ...verbal
Information |
| V. | Chief Executive Officer's Report (<u>2 minutes</u>) | ...8 |
| | - <i>Mr. Bill Ptacek, CEO</i> | Information |
| VI. | Audit & Finance Committee (30 minutes) | |
| | A. Report of the January 19, 2017 Meeting
- <i>Ms. Debra Giles, Committee Chair</i> | ...verbal
Information |
| | B. Controller's Report for the period ended December 31, 2016
(previously distributed in the January 19, 2017 Audit & Finance Committee meeting materials)
- <i>Ms. Elrose Klause, Controller</i> | Information |
| | C. 2017 Operating Budget
(previously distributed in the January 19, 2017 Audit & Finance Committee meeting materials)
- <i>Ms. Debra Giles, Committee Chair</i> | ...20
Decision |
| | D. Risk Register, December 31, 2016
(previously distributed in the January 19, 2017 Audit & Finance Committee meeting materials)
- <i>Ms. Debra Giles, Committee Chair</i> | Information |

VII.	Strategy & Community Committee	
	A. Report of the December 12, 2016 meeting - <i>Ms. Judy Gray, Committee Chair</i>	...22 <i>Information</i>
	B. Report of the January 3, 2017 meeting - <i>Ms. Janet Hutchinson, Acting Committee Chair</i>	...26 <i>Information</i>
	C. Future Strategic Plan Process Update (5 minutes) - <i>Mr. Paul Lane, Director, Corporate Services</i>	...verbal <i>Information</i>
	D. ALTA Update (5 minutes) - <i>Ms. Judy Gray, ALTA Representative</i>	...verbal <i>Information</i>
VIII.	Governance Committee	
	A. Report of the January 9, 2017 meeting - <i>Ms. Shereen Samuels, Committee Chair</i>	...28 <i>Information</i>
	B. Results of CPL Board Effectiveness Survey 2016 (5 minutes) (previously distributed in the January 9, 2017 Governance Committee meeting materials) - <i>Ms. Shereen Samuels, Committee Chair</i>	<i>Information</i>
	C. Report to City Clerk re: Board Recruitment (5 minutes) - <i>Ms. Janet Hutchinson, Board Chair</i>	...32 <i>Information</i>
IX.	NCL Liaison Quarterly Update - <i>Mr. Avnish Mehta, NCL Liaison for the Board</i>	verbal <i>Information</i>
X.	Other Business	
	A. Board Attendance at Alberta Library Conference in Jasper, April 27-May 1 (2 minutes) - <i>Ms. Janet Hutchinson, Chair</i>	...verbal <i>Decision</i>
	B. CEO Compensation Policy (15 minutes)	
	1. DRAFT Review of CEO Compensation Practices Executive Summary - <i>Ms. Janet Hutchinson, Chair</i>	...36 <i>Information</i>
XI.	Adjournment	

Report to the
Calgary Public Library Board
January 25, 2017
Chair's Report

Nov 30	Board meeting
Dec 01	Attended Winter Word Fair at Central Library
Dec 02	Met with Mayor, with Bill and Paul MR
Dec 06	Attendance at Foundation breakfast (hosted a table of invited guests)
Dec 7 – 9	Attendance at ULC meeting in Washington DC
Dec 12	Strategy & Community Committee meeting
Dec 16	Coffee with person interested in Board and/or Foundation
Jan 03	Strategy & Community Committee meeting
Jan 09	Governance Committee meeting
Jan 10	Board Agenda meeting with Bill and Catherine
Jan 12	Attended and spoke at three Staff Engagement Sessions throughout the day: starting at 10:00 am, 2:00 pm, and 6:00 pm
Jan 17	CEO Compensation Review meeting
Jan 19	Audit & Finance Committee meeting

Janet Hutchinson
Board Chair

Report to the
Calgary Public Library Board
January 25, 2017
Chief Executive Officer's Report

GOVERNMENT RELATIONS

The Calgary Public Library was included in the list of presenters to the Alberta Education's Curriculum Expert Working Groups. More than two hundred school administrators, provincial officials and community members form this expert group. They converged on the Myer Horowitz Theatre at the University of Alberta. In that forum we were able to talk about the work of the Calgary Public Library around early literacy, summer learning and support for students. We emphasized that Calgary was not alone or unique in this regard. We asked that any future changes or revisions to the curriculum recognize and identify the role that public libraries play in communities across Alberta. We hope that this recognition will be included in the *Guiding Framework*, which will set the direction for future provincial curriculum development.

Minister Kent Hehr and MP Darshan Kang hosted a press conference at the Village Square Leisure Center to announce a number of grants that the federal government was making in recognition of Canada's 150th anniversary. One of the projects that will be funded is a nature playground that will be a part of the Forest Lawn Library. The outdoor play space is modeled on the playground recently built in East Village and will be a prototype of the space to be part of the children's library in the New Central Library. The Government of Canada is providing one half of the \$238,000 for this project. The Library Foundation is providing the matching money.

As part of the agenda for monthly meetings of the Steering Committee for the New Central Library project, we report on the topic of operational readiness. This has also been a focus for the City's Audit Department that has included it on their risk register. Supporting that work, a list of tasks has been developed for which the Library, CMLC, and The City have responsibility. The Library is taking the lead in several areas: Service Design, as part of which the inaugural service plan has been completed; Service Transition and Delivery and Operational Functionality, where progress is being made on a number of fronts, including identification of potential providers of food and beverage service in the new building; the physical move and de-commissioning of the current facility, including change management, with the Library issuing an RFP for service which closes this month. In other task areas, including construction, commissioning of the new building, post-occupancy requirements of The City, and reporting to Council, the Library is receiving information and providing input.

The partnership with the CBE continues to blossom. While all CBE students were connected to the digital resources of the Library last month, this month Library staff members will be making presentations to the sixth grade classes across the City. These "Info Investigators" will be exploring with students and teachers all of the possibilities in the vast digital resources of the Calgary Public Library. One of those resources was almost lost to this effort when the vendor of Tumblebooks informed us that they would not honor connections from school computers. However, they did agree that if the library agreed to pay more, all Calgary schools could be allowed in. Fortunately the CBE has been open to partnering with us on covering that cost. We have also invited members of the school administration and their Board of Trustees to join us on a tour of the new Central Library. We would like to include Library Board members on that tour, so we will coordinate with the Board as soon as we know when that tour is scheduled.

Even though the new Sage Hill Library is still being planned and designed, the Library has found a way to open a Sage Hill Library in the retail area adjacent to the site of the future library. There is available retail space for a small library with standard operating hours. It will be great to get library services going in this rapidly growing community and it will set the stage for the new library when it opens in a few years.



The Engine 23 Holiday Storytime was a very popular event. Over 300 people joined us on the Sunday before Christmas. The Central Library's main floor was a lively centre full of children, families, singing, and festive feelings. Ensclosed in two comfy armchairs next to a faux fireplace, storyteller Alex May and special guest storyteller Mayor Nenshi led a very special holiday Storytime. Other elements included fire safety messages given by Carol Henke, from the Calgary Fire Department and carol singing led by Calgary's Multicultural Choir. At the end of the first Storytime, Santa accompanied by staff Christmas elf, Joy Waters, distributed candy canes to all the kids. It wasn't clear whether the Mayor's or Santa's visit made the biggest impression on the kids. Gabrielle invited the children from Margaret Chisholm Resettlement Center where we regularly visit. After enjoying the story time, the Mayor met with them and posed for a photo with the group of about twenty children on the steps of the fire truck. To create a very full holiday experience we also offered Christmas holiday crafts and activities on the second floor.



OPERATIONS

Teneya Gwin, the Library's first Indigenous Service Design Lead began work on January 16th. As mentioned in the last report, she has had a very successful career at Stantec and has many great connections in Calgary. Her hiring comes on the heels of the City's release of "White Goose Flying: Truth and Reconciliation Calls to Action Plan." The plan identifies the Library's role with this community including our new ability to serve indigenous patrons even if they live outside the City limits. It also references a possible connection to the Tsuut'ina nation through an exploration of a possible library in or near Tsuut'ina.

Another ongoing focus for the Library is service to people who have newly immigrated to Canada. In addition to our leadership role on serving newcomers from Syria, we are serving on the City's Local Immigration Partnership Council. We were pleased to learn that early this year the Library will be orienting "Cultural Brokers" who work with newcomers through the Ethnocultural Council of Calgary. These brokers have some of the strongest and most important connections to the many cultures and communities of Calgary's newest residents. Service to these communities manifests itself in many ways including the recent translation of instructions on how to print in libraries in 11 different languages.

The official media launch of the Read and Play Kits took place on November 28th in the YMCA open area just outside the Library's glass-walled program room, while the baby station of Quarry Park's first Colossal Play Date, with over 90 participants, took place inside. The event drew several media outlets and there was good coverage that evening on television and the next day in the *Calgary Herald*.



And down the road from Quarry Park Library, Fish Creek staff had more success in December with twice-weekly visits to the new Great Plains Recreation Facility. Appealing collection items displayed on the UNI unit provided a welcome diversion for family members of those using the centre's two hockey rinks. Staff made contact with 162 patrons over six visits in December.



In the “Monthly Overview” we can see the results for all of 2016. Programs for patrons of all ages increased by 18%. However, the number of participants attending programs increased at a slower rate (5%), no doubt due to a focus on offering more impactful programs to target audiences like kids under five and students, with less emphasis on more massive, general interest programs. Since their introduction to the system in the summer of 2015, Chromebooks have been checked out over 100,000 times. There were over 3,000 community room bookings in 2016, compared to just over 2200 in 2015.

The year-end circulation statistics indicate that book use remains constant, while the use of recorded formats continues to decline.

	2013	2014	2015	2016	2015 vs 2016
Adult paperbacks	-	-	253,664	300,539	18%
Adult books	2,983,557	2,976,889	2,877,505	2,976,043	3%
Children's books	4,004,671	4,285,705	4,524,317	4,609,440	2%
Teen books	407,298	394,979	401,049	357,733	-11%
World languages	241,220	236,669	205,698	186,030	-10%
CDs	968,467	849,028	640,021	580,162	-9%
DVDs	3,986,067	3,607,368	3,146,991	2,753,257	-13%
Adult magazines	452,553	403,620	341,309	329,414	-3%
Other formats	2,125,384	2,120,345	1,563,507	1,274,508	-18%
Total Physical Circulation	15,169,217	14,874,603	13,954,061	13,367,126	-4%
OverDrive	886,499	1,156,465	1,336,258	1,436,037	7%
Zinio	-	240,237	271,842	270,744	0%
3M Cloud	-	18,763	55,993	53,149	-5%
Hoopla	-	80,827	109,727	95,085	-13%
Freegal	-	135,990	446,087	506,521	14%
Flipster	-	-	-	38,176	-
Total Digital Circulation	886,499	1,632,282	2,219,907	2,399,712	8%
Total circulation	16,055,716	16,506,885	16,173,968	15,766,838	-3%

Overdrive (electronic books) downloads increased by 7.5% over 2015. Freegal Music was up 13.5 and overall circulation of electronic magazines was up 13.6%. The use of all of the non-book related digital resources was less than one third of the 2016 DVD and CD use. So we can expect that the streaming services while still growing will not fully replace the traditional media that is quickly becoming extinct.

One resource that shows promise is the on-line amalgam of tutorials on a whole range of popular topics. Lynda.com was added in November and during the month of December 1582 users logged in and spent over 1600 hours on the site. This was a resource that was suggested by our partners at the CBE and is a big reason for their interest in connecting to the Library's digital menu.

OTHER

There has been a change to the collection and use of personal information area of the Library's Membership Agreement, which is available at <http://calgarylibrary.ca/terms-of-use/>. Previously, the Library stated that members will be contacted by phone or email about overdue items or holds and that members could choose whether or not to consent to receiving the following:

- email reminders about impending due dates on items borrowed
- notices on library news and events
- fundraising communications from the Calgary Public Library Foundation

The updated Membership Agreement changes these options slightly. The Library will still be able to contact members by phone or email about overdue items or holds. Additionally, members will have the ability to choose whether or not to consent to receiving the following:

- emails reminders about impending due dates on items borrowed
- notices on library news, events, *and opportunities to support the Library*
- fundraising communications from the Calgary Public Library Foundation

Consenting to being contacted by the Foundation means that the Library will actually share a member's contact information with the Foundation, so that expert staff at the Foundation can contact the member directly to discuss opportunities to support the Library. In contrast, consenting to receive emails directly from the Library about opportunities to support the Library is merely agreeing that the Library can send a member occasional electronic information about how they may be able to support the Library.

All of this has been reviewed by legal counsel and we are going to utilize this capacity later in January. In order to supplement the 2017 collections budget, the following e-mail will be sent to all patrons:

Dear <<MR. SAMPLE>>,

\$12 may not seem like much, but since Calgary Public Library removed its annual membership processing fee in 2015, **more than 250, 000 Calgarians have**

become members... bringing the total number of Calgarians with Library cards to 550,000!

When you think about it, removing that \$12 barrier has given a quarter of a million more Calgarians the key to unlock the powerful physical and online learning tools offered by Calgary Public Library.

The past two years have been incredibly challenging for our province and the City of Calgary, in particular.

To meet the changing needs of our citizens, Calgary Public Library has continued to refine and expand our programs, services, and collections.

Our 18 community libraries are now more finely tuned to the range of services and offerings Calgarians have requested and we've expanded our ability to reach out to Calgary's communities where community libraries are not yet located.

[Today, I invite you to join the thousands of Calgarians who have already become Friends of the Library by making your pledge by April 1 to support vital collections at the Library.](#)

Campaign goal: \$250,000 (\$1 for each new member since 2015) Deadline:
April 1
Current Status:

[Make a gift today to support library collections and help us meet our goal by April 1 .](#)

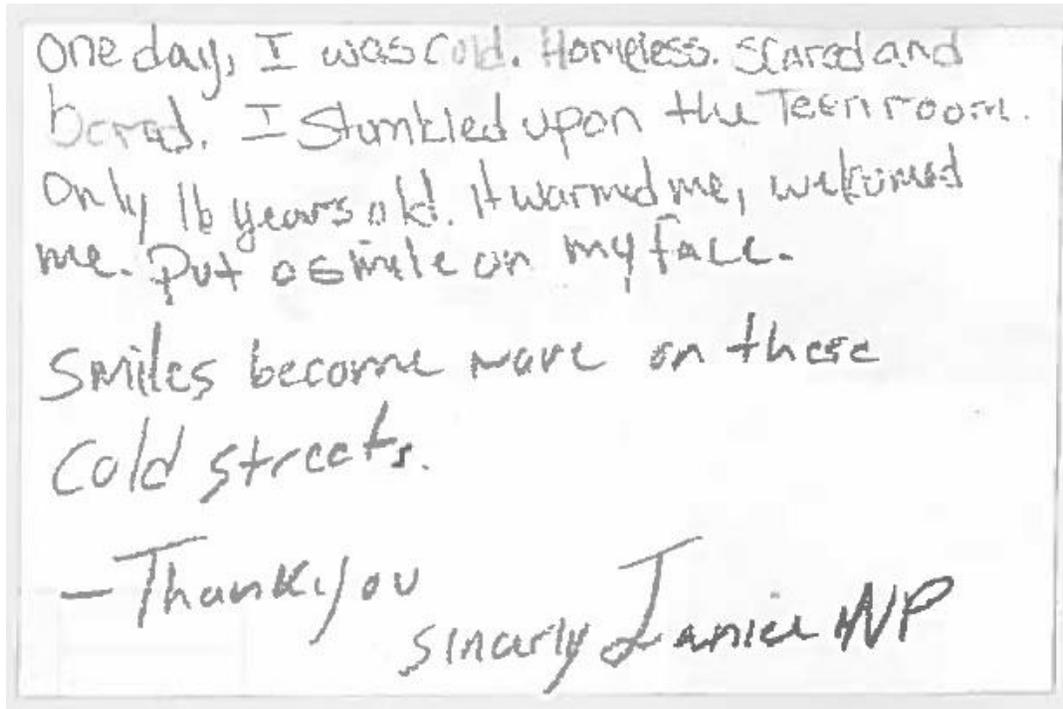
We're counting on you!

Sincerely,



Bill Ptacek
CEO, Calgary Public Library

MISSION MOMENT



This note was left in the comment box in Central's designated teen area.

Bill Ptacek
CEO

Calgary Public Library

Monthly Overview

Winter 2016 (November & December)

Featured Number

Google for Nonprofits

Online impressions 487,751
Website clicks 55,529
since June 2016

Calgary Public Library receives \$10,000 per month in free advertising dollars from Google, for use towards Google Search ads.

New Members

Win. 2016	17,462	2%	YTD 2016	147,226	10%
2015	17,057		2015	133,539	

Active users

Dec 2016	572,432	Oct 2016	565,665
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Programs & Outreach

Programs

...in the library

Win. 2016	2,548	22%	YTD 2016	13,600	21%
2015	2,095		2015	11,214	

...in the community

Win. 2016	541	7%	YTD 2016	3,760	9%
2015	505		2015	3,459	

...for adults, seniors or all ages

Win. 2016	1,061	42%	YTD 2016	5,713	17%
2015	747		2015	4,893	

...for kids & teens

Win. 2016	2,028	9%	YTD 2016	11,647	19%
2015	1,853		2015	9,780	

Total number of programs

Win. 2016	3,089	19%	YTD 2016	17,360	18%
2015	2,600		2015	14,673	

Program participants

Win. 2016	54,493	1%	YTD 2016	409,198	5%
2015	53,750		2015	388,878	

Library Space

Visits

Win. 2016	1,042,810	2%	YTD 2016	6,629,772	6%
2015	1,026,661		2015	6,261,355	

Room bookings

Win. 2016	621	77%	YTD 2016	3,139	41%
2015	351		2015	2,228	

Collections

Physical items acquired

Win. 2016	28,990	-33%	YTD 2016	218,653	-15%
2015	43,467		2015	256,436	

Physical collection size

Dec 2016	1,441,190	-10%
2015	1,602,653	

Expenditure on physical items

Win. 2016	620,876	-31%	YTD 2016	4,521,255	-7%
2015	895,934		2015	4,860,018	

Total expenditure

Win. 2016	873,335	-25%	YTD 2016	7,247,570	-2%
2015	1,171,204		2015	7,425,448	

Circulation

Total checkouts

Win. 2016	2,428,678	-7%	YTD 2016	15,766,838	-3%
2015	2,599,227		2015	16,173,968	

...physical items

Win. 2016	2,025,693	-9%	YTD 2016	13,367,126	-4%
2015	2,227,059		2015	13,954,061	

...digital items

Win. 2016	402,985	8%	YTD 2016	2,399,712	8%
2015	372,168		2015	2,219,907	

Connectivity

Computer sessions

Win. 2016	131,408	-1%	YTD 2016	872,568	6%
2015	133,333		2015	825,152	

Wireless sessions

Win. 2016	100,719	26%	YTD 2016	579,421	20%
2015	80,241		2015	480,908	

Chromebook sessions

Win. 2016	20,626	252%	YTD 2016	91,346	644%
2015	5,857		2015	12,273	

Website sessions

Win. 2016	1,129,829	-4%	YTD 2016	7,234,677	-7%
2015	1,180,890		2015	7,738,767	

Catalogue sessions

Win. 2016	848,734	-1%	YTD 2016	5,310,623	1%
2015	857,451		2015	5,278,259	

Pages viewed per session

Win. 2016	1.88	...catalogue	Win. 2016	5.51
...website				

Social Media

Followers

Dec 2016	33,398	19%
2015	28,001	

Facebook, Twitter, Instagram & LinkedIn

Holdings (daily average)

Active holds

Win. 2016	219,664	13%
2015	194,809	

Patrons with active holds

Win. 2016	41,736	8%
2015	38,669	

Calgary Public Library Board
January 25, 2017

	New Members		Visits		Physical Resource Check Outs		Computer Sessions		Wireless Sessions		Average No.Holds Filled Per Day		Programs in the Library		Programs in the Community	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Alexander Calhoun	601	562	31,835	30,435	70,413	58,907	3,199	3,498	2,397	3,044	537	562	111	139	27	13
Bowness	279	305	14,079	14,771	27,808	26,826	2,360	2,532	681	1,218	169	190	69	65	7	8
Central	3,410	4,875	193,804	177,403	115,411	103,495	37,377	33,844	13,823	15,467	873	891	246	368	49	75
Country Hills	1,120	1,050	67,708	74,705	114,797	105,695	5,918	7,172	5,949	8,057	658	737	114	126	22	2
Crowfoot	1,562	1,349	81,004	82,733	197,273	174,764	7,947	8,485	8,817	12,180	1,281	1,379	186	213	19	28
Fish Creek	1,464	1,293	73,641	75,392	153,219	139,545	7,434	7,710	6,492	8,507	1,048	1,095	180	212	38	27
Forest Lawn	678	665	25,732	28,399	35,963	41,051	5,343	8,481	2,131	3,830	213	259	48	128	101	111
Judith Umbach	562	494	48,480	40,513	75,605	62,906	5,651	6,362	3,386	4,259	497	513	107	122	35	32
Louise Riley	661	498	56,005	55,936	95,452	79,670	5,495	5,547	4,074	4,319	801	813	113	112	24	14
Memorial Park	277	272	15,706	16,610	23,382	19,733	3,047	2,878	1,382	1,709	277	272	29	35	9	2
Nicholls Family	213	604	15,165	32,306	28,439	31,779	2,858	2,597	1,282	4,475	251	266	38	56	19	13
Nose Hill	710	560	59,071	44,504	121,587	98,693	5,782	2,678	4,209	2,838	823	868	127	101	7	14
Quarry Park	301	599	15,695	36,821	25,817	41,528	2,947	2,745	1,110	2,611	173	224	49	82	12	12
Saddletowne	1,281	1,105	80,679	81,679	63,313	52,867	10,989	11,552	6,290	6,653	209	251	110	137	17	13
Shawnessy	1,377	1,182	84,443	85,886	150,538	118,505	7,997	8,637	7,817	9,066	1,078	1,092	166	171	30	39
Signal Hill	1,084	838	66,526	66,509	147,105	124,792	6,142	5,531	3,855	4,792	997	1,062	164	169	5	1
Southwood	472	425	29,594	29,087	65,941	57,348	3,141	3,437	1,618	2,149	572	619	107	143	12	14
Village Square	1,005	829	67,492	69,121	77,907	58,656	9,706	7,722	4,928	5,545	321	338	131	168	72	53
TOTAL	17,057	17,505	1,026,659	1,042,810	1,589,970	1,396,760	133,333	131,408	80,241	100,719	10,777	11,430	2,095	2,547	505	471

RECOMMENDATION from the Audit and Finance Committee

That the Calgary Public Library Board approve the 2017 Operating Budget as presented at the January 19, 2017 Audit and Finance Committee meeting.

Report to the
Calgary Public Library Board
January 25, 2017
**Strategy and Community Meeting
December 2016**

In Attendance:

Board

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

Administration

Mr. Bill Ptacek, CEO
Mr. Mark Asberg, Director, Service Delivery
Mr. Paul Lane, Director, Corporate Services
Ms. Lori Chmara, Business Analyst

I. Treaty 7 Opening

Ms. Hutchinson respectfully acknowledged that the meeting is taking place on traditional Treaty 7 land.

II. Election of Chair

Ms. Hutchinson asked for nominations for Committee Chair. Ms. Angus, citing the spirit of distributive leadership, nominated Ms. Gray who was acclaimed and assumed the Chair.

III. Review of Agenda

The agenda was unanimously approved as distributed.

IV. Approval of Minutes

The minutes of the October 11, 2016 Strategy & Community Committee meeting were unanimously approved as distributed. Ms. Angus reminded the Committee of the discussion at the recent Board meeting, where Ms. Giles had requested clarification regarding the term “immediately” in the action items of the October Strategy & Community Committee meeting.

V. Business Arising and Review of Action Items

There was no business arising and all prior action items have been completed.

VI. Committee Meeting Schedule 2017

This item was deferred until after discussion of the mandate and workplan.

The Committee reviewed the limiting factors with respect to scheduling of the meeting. The meeting needs to be early enough in the month so that the draft minutes are available for inclusion in the Board agenda yet late enough in the month for full data to be gathered to complete the Quarterly Statistical Scorecard.

The Committee then discussed whether monthly meetings were necessary and whether a regular schedule needed to be set. The Committee agreed it may not need to meet on a monthly basis and that it should be decided at each meeting whether the next meeting needs to occur. It was also agreed that meetings could be set at different times of the day in accordance with the needs of the agenda and the location of the meeting. Mr. Asberg and Ms. Gray will set and distribute the schedule.

	Action items arising	Person Responsible	Deadline
1	Create schedule of monthly meetings	Mark and Judy	Before mid-December
2	Next meeting is January 3 rd , 2017 in the 2 nd Floor Boardroom of the Central Library at 7:45 am.		

VII. Review of Mandate

It was agreed that there were no changes needed to the Purpose and Role portion of the Committee description.

The Committee discussed whether to continue to include reference to the New Central Library in the Committee mandate. It was agreed that the New Central Library should be considered to be the same as all other existing and planned Library facilities.

MOVED by Mr. Macaulay to change Item IV of the mandate to read:

To ensure any new facilities project continues to evolve in alignment with the Board's approved project vision, guiding principles, and stated design objectives and to support related advocacy and fundraising initiatives.

	Action items arising	Person Responsible	Deadline
1	Change Item IV of the Mandate to read: "To ensure any new facilities project continues to evolve in alignment with the Board's approved project vision..."	Kathryn	completed

VIII. Review of Workplan
–Ms. Catherine Angus

It was agreed that Ms. Gray will provide the Committee with regular updates on ALTA.

The Committee discussed the merits of continuing the Branch Buddy system. It was agreed that the system should not be onerous for either the Board member or the branch manager and that an annual meeting and invitations to important events being held at the branch would be sufficient. Reporting would be via a document placed on the Board portal or through the CEO’s report at the monthly Board meeting.

The Board is informed of the Master Facility Plan via the Strategy and Community Committee reports. Because it is primarily operational and the capital budget is approved separately by The City, there is no need for Board or Committee approval.

Quarterly reports on the Strategic Plan and the Master Facility Plan will continue. Any new strategic opportunities will be discussed as they arise. It is important to retain the Committee’s and the Board’s ability to be flexible and responsive to those opportunities.

An outline for strategic planning and mission, vision and values (MVV) was created at the last meeting. The Committee discussed how the Strategy and Community Committee would steward the MVV part of the process. It was agreed that a facilitator would need to be engaged to assist in the process and that the facilitator did not need library experience, but rather expertise in MVV shaping. Mr. Lane will take the lead on finding a facilitator. Ms. Hutchinson noted that the Mayor and the City Manager have asked to be included in the directional planning.

Ms. Hutchinson excused herself at 8:45

	Action items arising	Person Responsible	Deadline
1	Community library managers to contact Board members for briefing and keep Board members apprised of upcoming events	Mark	Immediately
2	Create folder on Board Box as repository for Board members reporting on impressions of community libraries	Barb/Kathryn	Immediately
3	Attach updated list of community library assignments and summary document to this month’s minutes.	Mark Barb/Kathryn	Immediately
4	Mr. Lane to take the lead on selecting facilitator	Paul Lane	Immediately
5	Board members to think about potential facilitator amongst their contacts and pass suggestions to Ms. Gray	All Board members	Immediately

IX. Board Retreat Review

– *Ms. Judy Gray*

The Committee agreed that the document provided by the consultant will be used as a companion document to inform the strategic plan. There was nothing in the document that needed to be applied to the workplan.

	Action items arising	Person Responsible	Deadline
1	None		

X. Update on the Strategic plan

–*Mr. Paul Lane, Director, Corporate Services*

Mr. Lane reviewed the two strategic scorecards, noting that the Library is exceeding or meeting targets in the areas of Services that Make a Difference and Bring the Library into More People's Lives. The strategic direction of Strengthening Neighbourhoods, however, is underachieving. As a further aid to discussion of that topic, he then distributed the strategy map, explaining that the Library's wish is to be a community hub and promote community cohesion and that this is a long-cycle goal that may not be well-captured in quarterly reports. As an example, behind the scenes work with The City on capital funding is going very well. He reported that a survey of members and non-members will be done in December and reassured the Committee of the statistical validity of the polling. Ms. Angus expressed her appreciation for the hard work done by Ms. Chmara and Mr. Lane on evolving the reporting process.

XI. Other Business

There was no other business.

Report to the
Calgary Public Library Board
January 25, 2017
Strategy and Community Meeting
January 2017

In Attendance:

Board

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
Ms. Lori Chmara, Business Analyst

Regrets

Ms. Judy Gray, Committee Chair

In the absence of Ms. Gray and the delayed arrival of her designate, Ms. Angus, Ms. Hutchinson assumed the Chair.

I. Treaty 7 Opening

Ms. Hutchinson respectfully acknowledged that the meeting is taking place on traditional Treaty 7 land.

II. Approval of Agenda

The agenda was unanimously approved as distributed.

III. Approval of Minutes

The minutes of the December 12, 2016 Strategy & Community Committee meeting were unanimously approved as distributed with the following change: Mr. Frank Durnford was in attendance.

IV. Business Arising and Review of Action Items

There was no business arising and all prior action items have been completed.

V. Fostering Connections between Board Members and Community Libraries
- Mr. Mark Asberg, Director, Service Delivery

A new buddy list for community libraries has been created bearing in mind Board members' interests and locations. Mr. Macaulay, who has three libraries assigned to him, requested that one of them be removed in order that he be able to ensure his ability to honour his commitment. It was agreed that Mr. Asberg and Ms. Gray will discuss reassignment of a library.

	Action items arising	Person Responsible	Deadline
1	Adjust the buddy list – remove one branch from Mr. Macaulay's responsibility	Mark	February 7

VI. Strategic Planning Process: Planning Next Steps
- Mr. Paul Lane, Director, Corporate Services

Ms. Angus joined the meeting at 8:10 a.m.

The Committee discussed the Values, Mission and Vision survey which is designed to help fix the scope of work and, with that in mind, choose a suitable consultant. The following points were agreed upon:

1. The survey will be reworked, making the questions more basic
2. The results of the reworked survey will be presented at the next meeting.
3. The results of the survey will help identify the scope of work for the consultant. who will be chosen from the list that has already been developed.
4. The Board will be polled with respect to finding a suitable time in April or May to attend a one evening + one day retreat at the maximum.
5. Administration will confirm a date and time to meet with the Mayor and City Manager.
6. The survey is useful in getting the Board thinking about mission, vision and values prior to the retreat.
7. The Board's follow-up work will be identifying the Library's role in the context of imagineCalgary's framework.
8. The Board's work on these items will be concluded by the summer.

	Action items arising	Person Responsible	Deadline
1	Remove current mission, vision and values from website	Paul McIntyre Royston	After retreat

VII. Other Business

It was agreed that the Committee continue to work on the workplan and will discuss it again at the next meeting. The Committee confirmed that they will meet again in February.

Report to the
Calgary Public Library Board
January 25, 2017
Governance Committee Meeting
January 2017

In Attendance:

Board

Ms. Shereen Samuels, Chair
Mr. Frank Durnford
Ms. Debra Giles
Ms. Janet Hutchinson

Administration

Ms. Ellen Humphrey, Deputy CEO
Mr. Paul Lane, Director, Corporate Services
Ms. Sarah Meilleur, Director, Service Design

I. Election of Chair

Ms. Samuels was elected Chair of the Governance Committee.

II. Review of Agenda

The Agenda was approved as presented.

III. Approval of Minutes

The minutes of the October 5, 2016 Governance Committee meeting were approved with one change: That the regrets of Ms. Angus be recorded under Attendance.

IV. Business Arising from Minutes

Action Item	Person Responsible	Timeline
A debriefing of the Organizational Meeting and Orientation Session will be held	Governance Chair	February Governance meeting
Include memo to City Clerk, regarding Board recruitment, in January Board Package, attached to the Governance Report, for information	Admin.	January Board Agenda
Summary of CEO compensation review: <ul style="list-style-type: none">• Email being sent today by Ms. Hutchinson• A further meeting of the sub-group is required before the final report• Provide final report for Board Agenda	Ms. Hutchinson	Final report to be include on January Board Agenda

V. Review of Mandate

The Committee agreed that the mandate does not require any change at this time.

VI. Review of Workplan

Board Composition

- The item *Indigenous Board Member Position* will not be actively pursued until further clarity is received from The Province. The Committee was pleased that a new Service Design Lead position with an Indigenous focus will be filled next week to apply this lens at the Library's programming level.
- Regarding the number of Board Members, Mr. Ptacek mentioned the possibility that this could be altered unilaterally by The City of Calgary once City Charters were in place. It does not appear that The Province will undertake changes to The Libraries Act in the near future. The Committee will keep this item on its workplan for further discussion.

Miscellaneous

- Board Members will be asked to track and submit to Barb Roberts the time spent on regular Board activities for a period of 3 months, with a separate recording of hours spent on special projects.

Board Recruitment

- This item will be reviewed in April or May to determine needs. If a recruitment process is required, the sub-tasks will be added to the workplan at that time.

CEO Review Summary

- It was noted that a report will go to the Board in January 2017.

Action Item	Person Responsible	Timeline
Board Members will be asked to track and submit to Barb Roberts the time spent on regular Board activities for 3 months, with a separate recording of hours spent on special projects	Ms. Hutchinson will send memo to Board. Admin will tabulate results.	Report at April Governance meeting
CEO Review: Provide report at January Board Meeting	Ms. Hutchinson	January Board meeting

The Governance Committee approved the 2017 Workplan with the changes made at the January 9, 2017 meeting.

VII. Committee Meeting Schedule 2017

The Committee agreed to meet at 7:45 am, for a one-hour meeting, on the 2nd Tuesday of each month except for July and August, as follows:

Jan 9	Apr 11	Sep 12
Feb 14	May 9	Oct 17
Mar 14	Jun 13	

Meetings will be cancelled if not required.

VIII. Results of CPL Board Effectiveness Survey 2016

A recurring theme is concern over effective use of Board time. Tools to improve meeting focus could include time limits for each topic and a Board Member evaluator appointed to assess the effectiveness of each meeting, using a brief checklist.

One survey respondent asked why the Board does not have a workplan. The discussion raised questions about how the Board sets its strategic priorities, and whether its priorities are accurately reflected in the committees' workplans. It was agreed that a consolidated outline of annual Board and Committee activities, reports and workplans would be useful to give a comprehensive overview of the year's work.

Action Item	Person Responsible	Timeline
Forward meeting evaluation checklist to Ms. Hutchinson to consider as possible effectiveness tool	Mr. Durnford	As soon as possible
Include Board Effectiveness Survey results in January Board package as an item separate from the Governance Committee report	Admin.	January Board Agenda
Provide a consolidated outline of annual Board and Committee activities, reports and workplans	Admin.	February Governance Agenda

Report to the City Clerk

From: Janet Hutchinson, Chair, Calgary Public Library Board

Recommendations for the Nominations process to the Library Board, December 12, 2016.

Background

In 2012, the recommendation was made that the Library Board trial a new process for the selection of new Board members for appointment by Council. Best practices around governance suggest that boards should have clear criteria and outcomes chosen for the selection of incoming board members, as well as input on the candidate list. Rather than have selection of Board members made directly by Council, a motion was made to remove the Library from the general nominations process, requiring instead that the Library utilize the services of a search firm to screen and select a slate of preferred candidates for Council's consideration and appointment.

Process

For the past 4 years, the Board has used this process for the selection of Board members and have found it to be a more precise method to select candidates that meet a particular Board need. The Board develops a skills matrix that aligns with the Library's strategic priorities. The Board identifies its needs to the selected search firm, and the firm then finds and creates a short list of candidates. A committee of the Board then selects shortlisted candidates to be interviewed and from those interviews selects the name(s) to go forward to Council for appointment. This year, a clarification was received from the City Clerk that Council required more names than available positions in each recommendation, in order to give Council actual choice in the appointment. This was a change from the previous search process, in which the Board recommended exactly the number of candidates needed to fill vacant positions.

Benefits:

- The Board appreciated the ability to have meaningful impact regarding current and future board needs.
- Over four separate search processes, the Board has a very high level of satisfaction with the candidates identified by the process. Retention is high, and interpersonal conflict is low. Board members are able to engage in rigorous and effective work without the distraction of Board conflict and resignations.
- The Board is increasingly able to target skills, aptitudes and perspectives that support and move forward our work plan. As a result of this, the Board has become more focused and engaged in its work.

Potential challenges:

- The Board must be willing to invest the necessary time. Three sub-committee members spent approximately 30 hours over two months on this process in 2016. This includes time spent soliciting and reviewing RFPs from search firms, working with the successful firm to identify the desired candidate skills and background, and interviewing short listed candidates.
- It is expensive. Search firms that responded to our most recent RFP quoted a range of \$10,000 - \$36,500 base price to conduct the search and an additional sum (as much as \$5,000) per candidate for names that go forward to Council.
- Search firms do not always have access to candidates that reflect the required/requested diversity that the Board is looking for and so it can require a robust effort and clear guidelines to ensure that the recruitment process is circulated beyond a search firm's usual purview.

Recommendations

The Board believes that the results achieved are worth the effort of engaging in this process, and current challenges are easier to work with when we know that we will be selecting Board members who have the skills and meet the needs that we have identified. The Library Board would very much like to continue utilizing this process for the selection of future Board members, and would recommend that a similar process be implemented for other Council-appointed boards and commissions. We would like to make the following recommendations to further improve the process:

- That the City provide for this work within organizational budgets. This can be expensive work and these are significant dollars coming out of operational expenses. Alternatively, if there are other Boards and Commissions that are interested in this type of process, that they identify their interest to the City Clerk's office at a very early stage. In this way, several organizations can pool together to recruit and share the recruitment expenses.
- Given that there are many applicants for these positions and many more suitable individuals than spots available, that each organization be allowed to keep a "bank" of already screened candidates to be considered for mid-term appointments. Should a Board member resign mid-term, we could go first to these individuals prior to setting out on a full search.
- That Boards using this process be required to develop clear strategic criteria to guide search processes, as the effectiveness of the process is significantly increased by that clarity at the beginning of the search.
- That the City develop recommendations or guidelines around diversity and inclusion on Council-appointed boards and committees, to ensure broadly inclusive search processes.
- That the City provide confirmation that Board reappointments can put forward to Council without requiring that they go through the search process.

- If the City chooses to mandate formal search processes, those processes should be trusted, and should require the recommendation of only the number of candidates needed to fill vacant positions. Given the steps that candidates go through to apply for the Board through a search firm, and the time and rigour that the Board spends on each candidate, providing more candidates than available spots is not only expensive (see the above cost per name to Council) but may be perceived as unfair by candidates who successfully negotiate the process, have their names go forward to Council, and are not then appointed. The process may as a result cost some good will from citizens.

In conclusion, I would like to thank the City Clerk's office for the opportunity to provide feedback on this process and for your assistance in the past years in the nominations process. If you wish to discuss any of the comments and recommendations I have made, please feel free to contact me through the Library.

Sincerely

Janet Hutchinson
Chair, Calgary Public Library.

CC: Councillor Druh Farrell
Councillor Evan Woolley



An objective of this process is to articulate a Board policy that will guide future compensation

Review of Chief Executive Compensation Practices July 2016

Report To Board of Directors

Executive Summary

This report reviews the Calgary Public Library's Chief Executive compensation in context with three sources of market data including a survey of selected municipal libraries in Canada. Policy recommendations and the General Policy Statement are based on further consultations with the Governance Committee.



decisions with respect to the CEO. This requires consideration of a number of factors that will influence the policy decision.

Through internal discussion and guidance from the consultant, the Committee has developed the following principles to guide future decisions regarding CEO compensation.

Principles to guide CEO compensation decisions

Preamble

Determining compensation for the Library CEO is a key task charged to the Governance Committee and recommended for endorsement by the entire Board. Compensation decisions are a critical part of the succession cycle - our compensation philosophy should attract, retain and motivate the CEO. The Board recognizes that its compensation program will evolve over a multi-year time horizon, with initial compensation being determined by a combination of market comparisons, the strategic plan, stage in the employee's career and current state of the Library. Ongoing compensation decisions will be tied to the successful attainment of key measures of performance, as annually determined by the CEO and supported and evaluated by the Board.

Principles

1. The Board acknowledges that the goal of the Calgary Public Library CEO compensation program is to attract, secure, retain, and motivate talent consistent with its' intention to be the best library system in the world.
2. The Board believes that key elements of CEO compensation include salary, benefits, bonuses, and non-traditional rewards.
3. The Board is guided by the Strategic Plan and the Library budget when considering CEO compensation on an annual basis.
4. The Board will be informed by relevant and timely data arising out of local, library, and not for profit/public sectors when establishing CEO compensation.
5. The Board is committed to CEO compensation focused on key measures of performance.
6. The Board will utilize a clear, concise, and simple approach to determine CEO compensation.

In consideration of these Principles, and the reviewed market data we offer the following recommendations.



Recommendation 1 - Policy Statement

In consideration of the available data and the Committee's Statement of Principles, we propose the following statement as a Compensation Policy with respect to the Calgary Public Library Chief Executive Officer:

In order to ensure that the Calgary Public Library can attract, retain and motivate the calibre of Chief Executive Officer critical to the fulfillment of the Library mission and strategic plan, the Board will, within the limitations of the sound financial stewardship, establish and maintain a base salary range that is competitive with public libraries and the broader public and non-profit sectors and acknowledges the interests of stakeholders. Salary administration will be governed by the established range and will recognize the contribution of the CEO to the achievement of the Library's business plan and strategic objectives.

The Chief Executive Officer will be eligible to participate in the Library's Pension and Employee Benefit Plans. Perquisites, appropriate to the position and consistent with market practices, will be as reviewed and approved by the Board from time to time.

Recommendation 2 - Relevant Market data

It is recommended that the non-profit Boland survey be purchased annually and the Hay national data be updated every 3 years to validate the estimated results and provide a solid benchmark.

Three data sources have been analyzed and all are relevant to the Calgary Public Library.

The survey of public libraries data showed that the Calgary Public Library is a compensation leader amongst this group. However, context is important and comparison to City of Calgary management pay ranges shows that the Calgary Public Library CEO salary is consistent at those levels. The Boland Survey and the Hay data were consistent with each other and showed the Calgary Public Library salary practice as competitive with median organizations in both samples.

The Hay data is the broadest and most reliable of the samples and it is recommended that it be the primary source when establishing and/or reviewing CEO compensation. Due to the expense, purchasing it once every three years is recommended. The Boland data provides a more specific, localized comparison level but is not as robust as the Hay data, as the number of participants at the 35 million dollar budget level is very small. However, it does allow



validation of compensation against local trends and therefore should be purchased annually. Finally, the Library must acknowledge the interests of the principal funder and so the relevant City of Calgary management pay range should also be consulted.

Recommendation 3 - Positioning the organization.

It is recommended that the Calgary Public Library should continue to target CEO compensation to the median of the market within a range of 95 – 105 % of the median of the market.

A common approach to compensation planning is to select a relevant market and position the organization at the median. This approach has the benefit of being intuitively defensible but may not recognize other important factors.

The nature of both the public sector and non-profit data sets does not suggest any rationale for the Calgary Public Library to target other than the median base salary in either data set. Both samples are of comparable size or job scope and exhibit similar revenue and cost models.

Recommendation 4 - Incentive Compensation

It is recommended that the Board's compensation policy for the CEO be silent on the issue of incentive pay.

Calgary Public Library is not prepared at this time to consider incentive compensation for the CEO as there appears to be no compelling market reason to argue strongly for such a policy. This will permit the flexibility the Board needs, were it to consider a formal or ad hoc incentive award in the future.

The recommendations in this report flow from the market data review and the extensive consultations by and with members of the Governance Committee. We are pleased to have been able to assist in this important work and are happy to expand on or clarify any part of this report.

Peter T. Boland & Associates Inc.