

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, May 31, 2017
2nd Floor Boardroom, Central Library



I.	Treaty 7 Opening and Chair’s Opening Remarks	
II.	Review of Agenda and Appointment of Meeting Evaluator	
III.	Consent Agenda (<u>5 minutes</u>)	
	A. Minutes of the April 26, 2017 Board Meeting	...8
	B. Chair’s Report	...14
IV.	Business Arising	
	A. Business Arising from the Minutes	
	B. Advocacy Updates, including ALTA Report (<u>10 minutes</u>)	
	i. Summary Notes of May 18 ALTA Board of Directors’ Meeting	...16
V.	Strategic Plan (15 minutes)	
	A. Impact of Conversation with Mayor Nenshi and Mr. Jeff Fielding, City Manager (<u>10 minutes</u>)	...verbal Information
VI.	Chief Executive Officer’s Report (<u>10 minutes</u>)	...20
	- Mr. Bill Ptacek, CEO	Information
	A. New Central Library Operational Readiness	...verbal
	- Ms. Sarah Meilleur, Director, Service Design	Information

VII. Audit & Finance Committee (15 minutes)	
A. Report of the April 20, 2017 meeting (Items carried forward from April Board Meeting) - <i>Ms. Debra Giles, Committee Chair</i>	...30 <i>Information</i>
i. Proposed Changes to Risk Review Categories	...34 <i>Information</i>
ii. March 2017 Quarterly Risk Review	...38 <i>Decision</i>
VIII. Strategy & Community Committee (15 minutes)	
A. Report of the May 2, 2017 Meeting - <i>Ms. Judy Gray, Chair</i>	...44 <i>Information</i>
IX. Governance Committee (10 minutes)	
A. Report of the May 9, 2017 meeting - <i>Ms. Shereen Samuels, Committee Chair</i>	...48 <i>Information</i>
B. Opportunities for Volunteers on Board Standing Committees and Ad Hoc Committees - <i>Ms. Shereen Samuels, Committee Chair</i>	...52 <i>Decision</i>
X. Other Business	
XI. Meeting Assessment Report	
XII. Adjournment	

Strategic Plan Discussion

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.

Board meeting: evaluation questionnaire

Process

- Chair appoints a meeting evaluator.
- As the last agenda item, the evaluator delivers his/her report, in one to two minutes.
- The report is not for discussion.
- At the next meeting, there will be a different evaluator, the idea being that, over time, each board member will be responsible for an evaluation.

Outline

Questions divided into 6 sections: leadership, discipline, meeting efficiency, meeting materials, meeting logistics and resources. Each section includes questions to be answered using a 4 point scale: disagree, neutral, agree, don't know, and an open ended question to be answered in narrative form.

Leadership	Disagree	Neutral	Agree	Don't know
Q1: The chair was committed to ensuring the board stayed focussed at a strategic level.				
Q2: The chair demonstrated a high level of independence and objectivity.				
What could the chair do to improve the meetings?				

Discipline	Disagree	Neutral	Agree	Don't know
Q1: The agenda reflected strategic plan				
Q2: There was high quality strategic discussion around each agenda item.				
Q3: Board members respected meeting rules and procedures.				
What could be done to improve meeting discipline?				

Meeting efficiency	Disagree	Neutral	Agree	Don't know
Q1: The overall duration of the meeting was appropriate.				
Q2: Sufficient time for discussion was allocated to each agenda item.				
What could be done to improve meeting efficiency?				

Participation	Disagree	Neutral	Agree	Don't know
Q1: All members were given fair opportunity to share their opinions and perspectives during the meeting.				
Q2: Member discussions were interactive and engaging.				
Q3: Members were prepared for the meeting				
What could be done to improve meeting participation?				

Meeting Materials	Disagree	Neutral	Agree	Don't know
Q1: Meeting materials were distributed to members in a timely manner.				
Q2: All pertinent information was accessible on or before the day of the meeting.				
Q3: Meeting materials provided sufficient context for consideration.				
What could be done to improve meeting materials?				

Meeting logistics and support	Disagree	Neutral	Agree	Don't know
Q1: Staff provided appropriate support before, during and after the meeting				
Q2: The agenda was of manageable size				
Q3: The meeting space was suitable				
Q4: I enjoyed the meal provided				
What could be done to improve meeting logistics and support?				

Additional comments

Report to the
Calgary Public Library Board
May 31, 2017
Chair's Report

April 26	Board meeting
April 27	Presentation of Library's Civic Partner Report to Council's Standing Policy Committee on Community & Protective Services
Apr 27 – 30	Attendance at Alberta Library Conference, which included co-presentation of a session with Bill, meeting with Minister and Public Library Services Branch staff, and joint meeting with EPL Board.
May 02	Strategy & Community Committee meeting
May 09	Governance Committee meeting Board Agenda meeting with Bill, Catherine and Ellen
May 16	CPL Foundation Annual General Meeting, followed by Reception hosted by Council of Champions, and tour of Early Learning Centre at Shawnessy Library
May 17	Attended reception for Andre Picard
May 19	Vision, Mission and Values meeting with Bill, Paul L, Rob, and Angie Gélinas
May 23	Mid-term meeting with Deb
May 25	Mid-term meeting with Avnish
May 26	Mid-term meeting with Shereen
May 30	Mid-term meeting with Judy
May 31	Phone call follow-up re: missed ULC meeting

Throughout the month:

- Preparation and follow-up to meetings
- Email discussion with Shereen, Ellen, and others, regarding the implementation and governance aspects of volunteer placements on Standing and Ad Hoc Committees
- Email correspondence with Library staff on various matters

Janet Hutchinson
Board Chair

Report to the
Calgary Public Library Board
Alberta Library Trustees Association (ALTA)
Board of Directors' Meeting, May 18, 2017
Summary Notes

1. To be discussed at the June 2-4 Retreat:

- **Membership within the Nodes** - Who is contacting members?
- **Indigenous Advisor** - How to access individuals interested in volunteering? What is the role? Who does this individual report to?
- **Unification** - What is ALTA's position? How will this position be informed? How will the voices of ALTA members be heard? How will the position be shared?
- **Committee priorities** - Strategic priorities to be developed by committees and shared with the larger group to ensure no duplication.
- **ALTA presentations** - A process to be developed to coordinate what sessions are available to be offered, who is able to offer them, and funding costs associated with these opportunities.

2. Discussion items from the meeting:

- **Conference debrief** - Generally held that the conference was a "fantastic success". Discussion as to location of conference and whether a second in-town location would be desirable, given cost and size of the Jasper Park Lodge; survey will help with this. Also discussed keynotes and value for cost.
- **Unification** - Strathcona Board is very supportive of the creation of a new entity that would speak with a unified voice on behalf of Alberta's public libraries. Other individual members were not of this opinion. We talked about the importance of the position being ALTA's vs. the opinions of our representatives. Laura and Tanya will represent ALTA at these discussions. There is a two-year timeline anticipated. It will be important that ALTA use this long runway to be prepared to speak on behalf of all members.
- **Advocacy** - Advocacy Committee will be tasked with producing something to be placed on the ALTA website relative to advocacy and the upcoming elections. Request will be made that the Public Library Services Branch (PLSB) update the data on their website; currently 2014.
- **ALTA code of conduct/statement on diversity and inclusion** - The Presidents of the Library Association of Alberta (LAA) and ALTA will be preparing a joint response to Calgary Public Library's request that this information be made available to them. It was indicated by Laura that ALTA subscribes to the Canadian Library Association (CLA) Statement of Intellectual Freedom, which she believes adequately speaks to diversity and inclusion. The ALTA Handbook contains a Code of Ethics (1992) which

is still current. It was recommended that ALTA “refresh” members’ awareness of these positions on its website. A response to CPL should be ready to go by this weekend.

- **ALTA website** - Comment was that the website is currently “drastically out of date”. Updates have begun and gradual changes will be made.
- **Casino application** - will proceed.

3. Specific Questions / Notes:

- Is Avnish attending the Retreat?
- Would Barb please reserve for Judy (Baymont Inn, Red Deer, arriving June 2, checking out June 4).
- What is CPL’s position on unification?

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

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

Report to the
Calgary Public Library Board
May 31, 2017
Chief Executive Officer's Report

GOVERNMENT RELATIONS

The annual Civic Partners report to City Council's Community and Protective Services Committee was well received. In addition to the update on Library Services, the point was made about the importance of diversity in the composition of the Library Board. Councillors were most interested in the new Storytruck service to day homes. They seemed interested in having the pilot become a city-wide service.

Earlier in April, The City's Audit Committee received the City Auditor's annual assessment of all City Civic Partners. This is a report that is given in camera to the Council Committee and does not involve any of the Civic Partners in the briefing. The Library Administration spent considerable time going over the Library's spending plans for capital and operational expenses. The planned reduction in reserves in both categories was an issue this year for the staff of the City Auditor. Last year this same process identified the Library's lack of a depreciation reserve for the City-owned facilities that house the Calgary Public Library. We would like the City to look at this process and review the criteria for their assessments to ensure that they align with the service goals that are supported by The City's budget process. We would also like to have an opportunity to provide context for the City Council members for the Library's utilization of the considerable public support that The City provides the Library.

The Sage Hill temporary library is set to open on June 15th. There is no firm date for the official opening as we are trying to schedule this event with Councillor Magliocca and his staff. In the meantime, the planning for the full library is moving at a glacial pace. The City's staff who are working on the site plan for the Sage Hill Library/Transit Center and other partners have yet to complete their work. Last month we learned that the City's Neighborhood Department and the Arts and Culture Department who are to be a part of this complex are not ready to fully commit to the project. We have offered to use the new temporary Library as a venue for the first phase of community engagement. In particular, the planners are hoping to invite representatives from five nearby community associations to a design session tentatively scheduled for June 21st.

A good example of this kind of community engagement took place on May 11th in North Hill near the Louise Riley Library. The Hounsfeld Heights/Briar Hill and the Hillhurst Community Associations along with the Library and Councillor Druh Farrell's office organized a planning charette for the North Hill area. The shopping area as well as the park, library, community center building and fire station were part of the discussion. Representatives of the two real estate companies that manage the Shopping Center properties were also a part of the discussion. It was good to hear that all of the small group discussions concluding among other things that the Library there should be expanded. There will be a follow up meeting on May 30 in which community members can prioritize the ideas that came up in the first planning session.

The school year is winding down with another fruitful year of collaboration with the Calgary Board of Education under our belt. This month we are hosting career events aimed at parents of students who might be interested in the trades. This collaboration involves trade unions and SAIT. Events are planned for Fish Creek and Village Square libraries. The advanced reservations are filling up both venues. We also had a chance to talk about our collaboration at

the CBE's annual partnership breakfast. It was fun to share the story of the 2nd grader at Abbeydale School who was so excited about the visits of the Booktruck to his school.

OPERATIONS

The Storytruck pilot began in April at Saddletowne with Alyssa Bradac, Leanne Hooper and Lindsay Banting visiting six day homes over a three week period. The program, modeled after *Library Month at Your Daycare*, is being coordinated by Kelly Stinn at Saddletowne and has been warmly received by the day homes we visit.

In the words of Alyssa "[o]ur program delivery has been highly interactive, and one of the kids was so excited for Tuesday, apparently, that she could not sleep! The kids love the toys, love the interactive stories (flannelgraphs, literacy kits, draw & tell, etc). The day home we visit in Taradale's favorite song is Zoom, Zoom, Zoom!"

The Feature Number this month shows the dramatic increase in grey box deliveries from 2014 to 2015/6. This number represents a truly impressive body of work performed the Library's Drivers, who deliver the boxes across the city, and the Library's Shelves and Support Workers who sort, process, and shelve all the materials that are delivered across the system every day. This monumental effort is in direct support of the Library's daily operations and impact in the community. Without these vital deliveries, members would not be able to find their holds at their home locations, new books would not be distributed and used in literacy programs in and outside of the library, and returns would not find their way to their assigned locations so they can be checked out again.

The volume of materials delivered is also related to the holds which continue to grow month to month. In April they were up by 14%. Visits have plateaued for the time being. Large increases at Quarry Park and Nichols have been offset by slight declines in other branches. The other measure of Library space utilization "Room Bookings" is up by a whopping 206% which makes it our fastest growing service of the month and year.

The SunLife Financial Musical Instrument Lending Library program will launch on June 1st. SunLife has provided us with 150 instruments as a starter collection and a community donation drive for additional instruments will occur throughout the month of June. Instruments in the collection include guitars, violins, violas, banjos, cellos, and keyboards. Instruments can be borrowed for a 3 week period. Members can place holds on the item in the catalogue and pick up and return items at the Memorial Park Library. High interest musical scores and books, as well as performance and practice opportunities will round out this musical initiative.

On April 21, the Library Board welcomed nearly 600 guests to its annual salute to Library volunteers emceed with grace by Angela Knight of CBC Radio. Ricardo Miranda, Minister of Culture and Tourism for the Government of Alberta was the first to honour the contributions made by nearly 3,000 volunteers last year. Mayor Nenshi went to special lengths to be at the event, expressing thanks and congratulations on behalf of The City of Calgary, and presenting the John Dutton Volunteer of the Award to Patricia Johnson, a dedicated contributor to Louise Riley's ESL Conversation Club. Joining him as award presenters were Board members Janet Hutchinson, Catherine Angus, Debra Giles, Rob Macaulay, and Shereen Samuels, together with Ellen Humphrey. The audience also heard moving statements about the impact of volunteering both from those who contribute to the Library's programs, and from those on the receiving end, including a mother of two autistic children who are participants in *Story Pals*, a joint initiative we

undertake with members of the Pet Access League Society [PALS] and their highly socialized dogs, to help struggling young readers. A special award was presented to PALS which was represented by several members of its Executive and Doc, a very well-behaved 140 pound Commodore. For video highlights of the event, go to:

<https://www.youtube.com/watch?v=IWk5CMjZGd8&feature=youtu.be>



One of the great outcomes of our collaboration with the CBE was their recommendation that the Library offer Lynda.com as part of the suite of digital resources.

EResource	January	February	March	April	Total
Brainfuse HelpNow	1,022	1,337	907	1,673	4,939
Gale Courses	701	637	702	578	2,618
Learning Express	45	71	77	59	252
Lynda.com	464	2,063	4,981	2,103	9,611
Road to IELTS	467	332	403	497	1,699
Rosetta Stone	298	343	369	278	1,288
Solaro	3,664	2,160	2,320	2,198	10,342
Total	6,661	6,943	9,759	7,386	30,749

Already it has become one of the best used online learning tools offered by the Calgary Public Library. The most popular courses on Lynda.com are

- Programming Foundations: Fundamentals
- HTML Essential Training
- WordPress Essential Training
- PHP with MySQL Essential Training
- Photoshop CC2017 One-on-One: Fundamentals

The best used resource of this type is the kids version of Lynda which is Solaro. Its most popular offerings are study guides and practice tests for various subjects taught in primary and secondary schools.

OTHER

With all of the events and activities at the Library in April, it was a good month for media coverage. There were 99 stories in April that generated 22.84 million impressions. Of those stories there were 9 print articles, 20 radio segments, 19 televisions segments and 51 online articles.

One event that was not part of that coverage was the appearance of Joseph Boyden at the Central Library on May 1st.



Mr Boyden's heritage has become a matter of some controversy. However, at the Library event the only criticism that he received from the audience was that he was not speaking out enough about the history of oppression and discrimination of First Nations People in Canada.

The Foundation held its Annual General Meeting on May 16th. At the meeting a very successful year of fundraising (\$6.7 million) was reported as well as the addition of a new Foundation Board member (Anthony Guiffre). The meeting was held at the Shawnessy Library so that attendees could get a sneak preview of the construction site that will be the Library's newest early learning center. Funded by money raised at last year's Bob Edwards event, Shawnessy's transformation will occur May 9-June 2 with a special grand opening of the space to the public planned for June 3.



Baby/Toddler nook



Reading nook



Hand carved logs for seating

With the announcement of funding for renovations to **four additional Early Learning Centres** this year (Crowfoot, Signal Hill, Saddletowne, and Forest Lawn), brainstorming around concepts for design for each of the spaces is underway. Consultation with managers and staff started the process and the design concepts will now be presented to F & D to generate conceptual designs for each space.

Don't be dismayed by the long reach of the tentacles of the Calgary Public Library as you drive around Calgary. The latest version of Booktruck will "grab" the attention of all who see the Library's first Octopus. The design was the brainchild of the Library Marketing Department's graphic design unit.



MISSION MOMENT

Judith Umbach accompanied Raphael and Suman on their recent book truck visit to Buchanan. Judith was fascinated by the workings of the book truck and asked many questions concerning its operation. While Judith was helping out with the Book Truck, a parent was there inquiring about our visits. She casually told Judith that she did not have a library card and usually used her husband's card when she went to the library. When Judith heard this she asked the parent if she knew of the Judith Umbach library, to that the parent replied it was the library they usually visited. Judith then responded by saying "well I'm Judith Umbach the person the library was named after and I want you to have a library card!" The parent was really surprised by this and quickly agreed to get a card!



Bill Ptacek
CEO

Community Library Overview
April 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	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Alexander Calhoun	303	283	18,811	17,331	35,757	31,002	2,237	1,891	1,551	1,436	285	305	66	65	5	13
Bowness	163	151	8,901	7,943	15,352	13,188	1,507	1,195	527	642	103	108	36	28	2	14
Central	1,764	2,412	102,002	96,944	58,031	49,474	20,381	18,005	7,311	7,608	459	495	148	198	44	60
Country Hills	596	561	39,288	39,194	60,648	50,851	3,837	3,896	3,916	4,210	381	382	73	83	13	10
Crowfoot	785	675	44,367	41,661	102,114	84,724	4,482	4,153	5,690	5,890	708	730	89	103	11	8
Fish Creek	773	651	41,639	38,849	82,783	71,603	4,425	4,266	4,240	4,341	590	600	94	84	20	10
Forest Lawn	375	348	19,756	17,574	22,337	19,621	5,148	4,533	2,297	2,395	119	135	59	83	45	42
Judith Umbach	332	237	21,933	20,358	36,187	31,491	3,443	3,379	2,091	2,385	256	269	69	68	13	14
Louise Riley	321	258	30,594	27,000	45,455	38,588	3,256	3,013	2,145	2,370	410	419	53	43	16	2
Memorial Park	219	143	10,497	9,837	11,482	10,108	2,060		990	782	137	136	19	20	10	9
Nicholls Family	292	352	11,660	16,919	12,071	16,368	828	1,428	749	2,236	108	145	15	31	2	6
Nose Hill	352	305	31,069	32,676	61,827	52,509	3,435	2,901	2,500	2,638	438	438	47	56	1	8
Quarry Park	135	312	8,598	21,635	13,046	24,374	1,551	1,572	795	1,347	100	127	32	40	2	6
Saddletowne	645	593	46,951	46,387	32,743	27,209	6,580	6,554	3,632	3,935	119	147	58	64	6	14
Shawnessy	814	577	47,353	44,855	75,506	60,026	4,532	4,664	4,663	4,577	568	595	93	102	20	24
Signal Hill	585	411	39,137	35,157	79,097	65,128	3,377	2,964	2,295	2,392	542	590	80	84	6	8
Southwood	264	191	16,858	14,410	31,901	28,301	1,922	1,809	1,040	1,004	309	314	47	71	8	15
Village Square	540	477	38,649	38,731	34,505	28,113	5,534	4,280	2,914	2,976	174	175	73	82	32	13
TOTAL	9,258	8,937	578,063	567,461	810,842	702,678	78,535	70,503	47,034	51,740	5,807	6,110	1,151	1,305	256	276

Monthly Overview

April 2017

Featured Number

Grey Box Deliveries

	Interbranch delivery	Delivered from ULS	Better World Books	Warehouse	Total
2014	651,228	11,669	20,472	-	683,369
2015	835,336	13,629	11,172	2,980	863,117
2016	806,939	12,124	10,571	4,250	833,884

New Members

Apr 2017	8,937	-3%	YTD 2017	46,957	16%
Apr 2016	9,258		YTD 2016	40,635	

Active users

Apr 2017	595,181		Mar 2017	591,472
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Programs & Outreach

Programs

...in the library

Apr 2017	1,305	13%	YTD 2017	5,392	16%
Apr 2016	1,151		YTD 2016	4,629	

...in the community

Apr 2017	316	7%	YTD 2017	1,232	12%
Apr 2016	296		YTD 2016	1,104	

...for adults or all ages

Apr 2017	567	21%	YTD 2017	2,222	28%
Apr 2016	468		YTD 2016	1,731	

...for kids & teens

Apr 2017	1,054	8%	YTD 2017	4,402	10%
Apr 2016	979		YTD 2016	4,002	

Total number of programs

Apr 2017	1,621	12%	YTD 2017	6,624	16%
Apr 2016	1,447		YTD 2016	5,733	

Program participants

Apr 2017	27,429	-2%	YTD 2017	115,932	2%
Apr 2016	27,866		YTD 2016	113,717	

Library Space

Visits

Apr 2017	567,461	-2%	YTD 2017	2,304,561	0%
Apr 2016	578,064		YTD 2016	2,312,773	

Room bookings

Apr 2017	517	206%	YTD 2017	2,026	94%
Apr 2016	169		YTD 2016	1,043	

Collections

Physical items acquired

Apr 2017	19,119	-14%	YTD 2017	78,177	-10%
Apr 2016	22,191		YTD 2016	86,741	

Physical collection size

Apr 2017	1,437,283	-8%
Apr 2016	1,564,145	

Expenditure on physical items

Apr 2017	477,774	8%	YTD 2017	1,540,767	-5%
Apr 2016	441,515		YTD 2016	1,623,430	

Total expenditure

Apr 2017	691,995	4%	YTD 2017	3,071,004	-1%
Apr 2016	668,571		YTD 2016	3,106,702	

Circulation

Total checkouts

Apr 2017	1,221,182	-7%	YTD 2017	5,010,487	-7%
Apr 2016	1,318,962		YTD 2016	5,410,862	

...physical items

Apr 2017	1,013,212	-10%	YTD 2017	4,176,201	-10%
Apr 2016	1,126,695		YTD 2016	4,622,053	

...digital items

Apr 2017	207,970	8%	YTD 2017	834,286	6%
Apr 2016	192,267		YTD 2016	788,809	

Connectivity

Computer sessions

Apr 2017	70,503	-10%	YTD 2017	289,738	-6%
Apr 2016	78,535		YTD 2016	307,586	

Wireless sessions

Apr 2017	53,164	8%	YTD 2017	226,252	23%
Apr 2016	49,346		YTD 2016	183,617	

Chromebook sessions

Apr 2017	13,616	133%	YTD 2017	50,774	153%
Apr 2016	5,851		YTD 2016	20,093	

Website sessions

Apr 2017	692,314	15%	YTD 2017	2,795,544	11%
Apr 2016	603,757		YTD 2016	2,515,978	

Catalogue sessions

Apr 2017	438,330	0%	YTD 2017	1,792,918	-1%
Apr 2016	437,210		YTD 2016	1,805,903	

Pages viewed per session

Apr 2017	1.52		Apr 2017	5.34
Apr 2016			Apr 2016	

Social Media

Followers

Apr 2017	34,960	16%
Apr 2016	30,046	

Facebook, Twitter, Instagram & LinkedIn

Hold (daily average)

Active holds

Apr 2017	241,771	14%
Apr 2016	212,767	

Patrons with active holds

Apr 2017	43,828	11%
Apr 2016	39,654	

Report to the
Calgary Public Library board
Audit & Finance Committee Meeting
Thursday, April 20, 2017

In Attendance:

Board

Ms. Debra Giles, Chair
Ms. Catherine Angus
Mr. Robert Macaulay
Ms. Janet Hutchinson
Ms. Shereen Samuels

Administration

Ms. Ellen Humphrey, Deputy CEO
Ms. Elrose Klause, Controller/Director, Financial Services
Mr. Mark Asberg, Director, Service Delivery
Ms. Sarah Meilleur, Director, Service Design
Mr. Paul Lane, Director, Corporate Services
Mr. Chae Jun, Manager, Accounting

Regrets

Mr. Avnish Mehta

I. Treaty 7 Opening

Ms. Giles respectfully acknowledged that the meeting was taking place 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.

II. Review of Agenda

There being no objections, the Agenda was approved as presented.

III. Approval of Minutes

The minutes of the March 23, 2017 meeting were approved with the following change to the first bullet point on page 5.

“Any left-over funds would not return to the Library after the 25-year term”
Should read: “any leftover funds would not return to the library at any time”

IV. Business Arising

There was no business arising.

**V. Proposed Changes to Risk Review Categories:
Follow-up to Meeting of March 23, 2017**

The Committee discussed the following items and agreed to continue discussions at the next meeting:

- The merits of measuring service innovation by raw number versus by percentage – percentage was preferred, but as a preface to a general discussion at Committee or Board meetings.

- Moving volunteers from the Operations category to Relevance – The Committee agreed it was an important measure to track, regardless of the category, as a significant decrease would be a cause for concern.
- The Committee had an extensive discussion on risk of misconduct. Media reports are an important measure to track – whether positive or negative.

The Committee agreed to all other changes that had been made.

Action Item	Person Responsible	Timeline
Discuss topic again at next meeting	All	June 1

VI. March 2017 Quarterly Risk Review

- Ms. Elrose Klause, Controller

The Committee reviewed the Risk Register in its current iteration. Of consequence were the increased numbers of incidents occurring at community libraries, particularly the Nicholls Family Library. A large part of the reason for the increase is that the comparison is between the Shaganappi Library, which was comparatively secluded, and the new Nicholls Family Library which is located in a C-train station. The incidents are primarily drug and alcohol-related. Security guards now circulate among the branches and this helps with enforcement throughout the system. Much has been learned about moving a community library onto a train line. Ms. Meilleur reported that more families than expected are using the library. Different activation techniques for the space will be piloted there and a coordinated response is being developed with Calgary Transit.

There being no objections, the Audit & Finance Committee received the *March 2017 Quarterly Risk Update* for discussion and information.

Carried Unanimously

Action Item	Person Responsible	Timeline
None		

VII. Controller's Report for the month ended March 31, 2017: Quarterly Financial Review

VIII. Review of Financial Statement Format

These two agenda items were discussed simultaneously as the financial statements are presented this month in the revised format developed by Mr. Mehta, Ms. Giles, Ms. Klause and Mr. Jun. Ms. Giles noted that there is more detail on capital expenditures.

Ms. Klause reported that there are no revenue issues, as is usual in the first quarter. The Committee discussed the following items:

- Salaries will be monitored through the year.
- Building and equipment expenditures are unfavourable as there were unexpected fit-up expenditures at the interim Sage Hill Library. The approved budget had \$196,000 in reserve and monies from that reserve were used to fund those expenditures. Ms. Hutchinson suggested an explanatory note be added.

- Actuals will be shown on the statements. The Committee agreed that it was good to have both graph and statement format.

Ms. Hutchinson excused herself at this point

There being no objections the Audit & Finance Committee recommended that the Calgary Public Library Board receive the Controller’s Report and the Calgary Public Library’ Board’s financial statements for the period ended March 31, 2017.

Carried Unanimously

Action Item	Person Responsible	Timeline
Remove the Capital Expenditure Forecast (page 28) as the information is available in the forecast	Elrose	Next Committee meeting - June 1

IX. City of Calgary Audit Committee Preparation

Ms. Klause told the Committee that she had already asked for input to the Audit Committee Report and Presentation from her colleagues on the Executive Leadership Team. The following changes were requested by the Committee:

- Include on page 12 the approved revised mandate
- Minor wording changes will come from Mr. Macaulay
- Inclusion of a paragraph regarding the Board recruitment process
- Further discussion on section 1.2 on succession planning

Action Item	Person Responsible	Timeline
Changes to the presentation as indicated above	Ms. Klause	Prior to next meeting – June 1
Further discussion at next meeting	All	June 1

X. Other Business

Ms. Giles requested that a discussion on insurance be added to the workplan for the July meeting.

Debra Giles
 Chair, Audit & Finance Committee

Report to the
Calgary Public Library Board
Audit & Finance Committee
April 20, 2017
**Proposed Changes to Risk Review Categories
Follow Up to Meeting of March 23, 2017**

I. ISSUE

The purpose of this report is to provide a follow up to risk reporting changes presented and discussed at the Audit & Finance Committee Meeting on March 23, 2017.

II. BACKGROUND

The March 23, 2017 Audit & Finance Committee meeting included a presentation and discussion of possible changes to the risk reporting matrix based on experience to date. The following changes were proposed:

- The heading Strategy would be changed to Relevance. The current measures would remain, but it would include more items that relate to the Library's relevance, such as collection and service innovation
- People would no longer be reported separately. Several measures will continue to be monitored, but will not be reported as they are not high risk or high probability. The measure on Staff Engagement and Availability of Volunteers would move to other categories
- Operational readiness would be added to the New Central Library to ensure attention is paid to opening day

After discussion several changes to the original proposal were recommended. These are:

- Collections would be better placed under Operations
- Under the People section there was a preference to maintain Reputation Risk as it represents the risk of misconduct but might be better placed under Relevance
- Rework the NCL categories to place emphasis on preparing for the opening.

Attachment 1 to this document includes those changes.

III. INVESTIGATION: ALTERNATIVES AND ANALYSIS

The revised document is presented for further discussion and future direction.

IV. RISK ASSESSMENT

No risks identified.

VI. RECOMMENDATIONS

That the Audit & Finance Committee of the Calgary Public Library Board receive this report for discussion and direction.

Elrose J Klause, CMA
Controller and Director, Financial Services

Attachments

1. Proposed Reporting Changes as Amended

Report to the Audit Finance Committee
Calgary Public Library Board
March 23, 2017
Annual Risk Review
Proposed Reporting Changes as Amended

Current Risk Conditions	Proposed Changes	Proposed Risk Conditions	Measurement
1 Strategy a Members/capita - quarterly count b Customer Satisfaction c Community Partner Involvement in Programs Reputation Impacts	Change Category to Relevance moved to relevance moved to relevance moved to relevance moved from People added moved from People	1 Relevance a Members/capita - quarterly count b Customer Satisfaction c Community Partner Involvement in Programs d Risk of misconduct from Staff or Volunteers e Service Innovation f Availability of Volunteers	Quarterly Count Average rating in annual survey % of in-library and outreach events with partner involvement - quarterly count To be discussed # of new programs/services trialed/programs that did not work % of need filled - quarterly count
2 Finance a Fraud b Funding c Allocation of Resources d Planned Operating Expenditures e Planned Capital Expenditures	keep keep keep keep keep	2 Finance a Fraud b Funding c Allocation of Resources d Planned Operating Expenditures e Planned Capital Expenditures	# of incidents in a quarter Annual budget (excludes non recurring sources of funding such as insurance) Adherence to Asset Management Plan Quarterly financial report Quarterly financial report
3 People a Reputation Impacts b Staff Engagement c Vacancy Rate d Recruitment Time for critical Positions e Availability of Volunteers	see notes moved to relevance moved to operations not report not report moved to relevance		
4 Operations a Building Visits b Website and catalogue sessions c Facility Availability d Relationships with Partners in Joint Facilities	keep keep keep keep added moved from People	3 Operations a Building Visits b Website and catalogue sessions c Facility Availability d Relationships with Partners in Joint Facilities d Collection e Staff Engagement	Quarterly report of year over year change Quarterly report of year over year change Quarterly count Quarterly report To be determined (turnover rate/range of materials) Annual survey
New Central Library b Reputation Maintained	keep (but rename) added	4 New Central Library a Construction and Commission b Operational readiness for NCL c Delivery of Service in New Building	On time/on budget Quarterly report - based on service plan Quarterly report
5 Safety / Security a Transition in Service	keep (but rename)	5 Safety / Security a Incidents at Community Libraries b Incidents at Central Libraries	Quarterly report of year over year count Quarterly report of year over year count

Notes

People risk, even before mitigation, is not a significant concern in the current environment. Vacancies, and recruitment will continue to be monitored, but it is recommended that they do not need board attention at this time.

Report to the
Calgary Public Library Board
Audit & Finance Committee
April 20, 2017
March 2017 Quarterly Risk Review

I. ISSUE

The purpose of this report is to provide a quarterly monitoring and reporting of CPL's Major Risks as identified by the Strategic Level Risk Register. This update is for the quarter ended March 31, 2017.

II. BACKGROUND

In early 2014 KPMG was engaged to assess the Integrated Risk Management process developed by the Calgary Public Library and to provide recommendations. In March of 2014 they presented a report to the Calgary Public Library Audit Committee comparing CPL's processes to best practices and providing recommendations to assist the Library in improving its Integrated Risk Management process.

One of the recommendations was to simplify the process by concentrating at the Strategic Level on the risk categories that present the greatest risk to the Library, and identifying the highest risk factors within each of those categories. The larger list from the initial work done by Library administration was reviewed and the highest risk categories were identified, but reporting continued to be time consuming and did not focus only on items with significant risk.

Following additional consultation with KPMG in November 2015, the Audit and Finance Committee previewed risk documents presented in the current format that addressed the deficiencies of earlier reports and highlighted issues for the Board's attention. An annual report will present analysis dedicated to pre- and post-mitigation for these and possible emerging risk areas identified by the Library. Quarterly reports will provide an update on actual risk impact for these measures at the time of reporting. This report falls into the latter category. With each report, the Board will be able to consider if the mitigation measures in place for each of the higher risk items are adequate, or need to be increased.

The following categories continue to present the highest risk to the Library achieving its strategic objectives at the current time.

- Strategy
- Finance
- People
- Operations
- New Central Library
- Security

At the annual review in March 2017 some modifications were brought forward and discussed by the committee. A separate report will present these amendments after incorporating the changes proposed by the committee at the meeting in March 2017. If approved the second quarter risk report will reflect these changes.

III. INVESTIGATION: ALTERNATIVES AND ANALYSIS

Using qualitative and quantitative analysis the significant risks in the risk categories of the Strategic Level risk register have been analyzed to ensure that the level of risk remains acceptable for the purposes of achieving Strategic outcomes. The analysis is drawn from many sources including Board reports and motions, the incident reporting system, analysis of health and safety data through human resources and the health and safety committee, financial monitoring, and other sources. Each member of the Executive Leadership Team has contributed to ensuring the success of this process.

IV. ASSESSMENT

Verbal reports will be given at the meeting.

V. RISK ASSESSMENT

The Library builds risk assessment into new initiatives and ongoing services. Some risks are easily identifiable and thus easily mitigated. However, the assessment of some risks can be very subjective. Unlike other disciplines there are few rules or measures to guide either the Library's administration or board. Ongoing monitoring and analysis of new developments will always be required.

VI. RECOMMENDATIONS

That the Audit & Finance Committee of the Calgary Public Library Board receive the March 2017 Quarterly Risk Update for discussion and information.

Elrose J Klause, CMA
Controller and Director, Financial Services

Attachments

2. Quarter 1 Risk Matrix Impact Scales

Calgary Public Library
Risk Matrix Impact Scales
March 31, 2017

Area	Level of Risk	Insignificant	Low/Minor	Moderate	High/Major	Catastrophic	Mitigation (at Sept. 30, 2016)	
		None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan		
1 Strategy	a	Active members/capita [quarterly count]	50%	40% 2016 Q4: 46.5% 2017 Q1: 48.0%	35%	30%	25%	<ul style="list-style-type: none"> Retention of inactive members project initiated Improved communication to patrons, reminding them of all the Library has to offer
	b	Customer Satisfaction [average rating in annual survey]	4.5/5 2016 Dec: 4.8/5	4.25/5 2015 Dec: 4.4/5	4/5	3.5/5	2.5/5	
	c	Community Partner Involvement in Programs [% of in-library programs with partner involvement-quarterly count]	50% or higher	21-35%	11-20% 2016 Q4: 19% 2017 Q1: 20%	1-10%	0%	<ul style="list-style-type: none"> Develop successful relationships as a means to create opportunities to partner with others (i.e., Partnership with CBE is creating opportunities to partner with SAIT and CCSD) Executive leadership energy directed to building and fostering new strategic partnerships
2 Finance	a	Fraud [quarterly report]	No instance of fraud 2016 Q4: No instances to date 2017 Q1: No instances to date	Cumulative fraud of less than \$25k annually	Cumulative fraud of \$25k to \$50k annually	Cumulative fraud of more than \$50k annually	Cumulative fraud of more than \$1 million annually	<ul style="list-style-type: none"> Adherence to policies / procedure Well document procedures, including: <ul style="list-style-type: none"> Segregation of duties Purchasing controls Approvals by supervisor (one up) External auditors
	b	Budgeted Operating Funding [annual report]	Equal to prior year's funding 2016: Increase of \$1,143,000 2017 : Increase of \$2,748,000	1 to 2% less than prior year	2 to 4% less than prior year	5 to 10% less than prior year	More than 10% less than prior year	<ul style="list-style-type: none"> Transparency and openness with government and other funders Effective, efficient delivery of current services and programs Ongoing dialogue with funders
	c	Allocation of resources [annual report]	Adherence to Asset Management Plan (AMP)	Adherence to AMP with minor timing differences 2016: Capital spending matched to 4 year capital spending plan with minor timing differences 2017: Capital spending continues to adhere to the Asset Management Plan with minor timing differences	Actual costs related to AMP 10% less than budgeted	Actual costs related to AMP from 11% to 20% less than budgeted	Facilities are structurally unsafe – one or more cannot be remediated by asset management plan reserves	<ul style="list-style-type: none"> Monthly oversight by the Library's Senior Management Team Quarterly oversight by the Library's Audit & Finance Committee
	d	Operating expenditures exceed budget by [quarterly report]	0%	2% 2016 Q4: Expenditures 0.7% unfavorable, but funding provided by the SPF balances per 2016 budget 2017 Q1: Expenditures 0.73% unfavorable, due to timing differences	3%	5%	10%	<ul style="list-style-type: none"> Daily oversight through purchasing and payment controls, including one up approvals Monthly oversight by the Library's Senior Management Team Quarterly oversight by the Library's Audit & Finance Committee

Area	Level of Risk	Insignificant	Low/Minor	Moderate	High/Major	Catastrophic	Mitigation	
	Level of Response	None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan	(at Sept. 30, 2016)	
	e	Capital expenditures exceed budgeted revenues/reserves by [quarterly report]	0% 2016 Q4: Capital expenditures less than sources of funding 2017 Q1: Capital expenditures less than sources of funding	5%	10%	20%	50%	<ul style="list-style-type: none"> Daily oversight through purchasing and payment controls, including one up approvals Monthly oversight by the Library's Senior Management Team Quarterly oversight by the Library's Audit & Finance Committee
3 People	a	Reputation impacts [Negative publicity from staff or volunteer activity] [quarterly]	None 2016 Q4: None 2017 Q1: None	Any public incident from any staff level or volunteer	Multiple incidents from any staff level, volunteer, or misconduct from a Director-level staff	Misconduct that results in a withdrawal of funding or funding commitment in any amount	Misconduct that results in involuntary dismissal of Director-level staff or higher	<ul style="list-style-type: none"> Policy and Employee Code of Conduct make clear who can speak on behalf of the Library Social media activity regardless of when it takes place is also subject to Employee Code of Conduct
	b	Staff engagement level [Overall score on annual survey]	More than 80%	Less than 80% 2016 May: 75%	Less than 70% 2014 Nov: 68%	Less than 60%	Less than 50%	<ul style="list-style-type: none"> Online and paper-based communication tools are used to distribute information, in addition to frequent face-to-face meetings Sampling of the workforce takes place at regular intervals and issues raised are dealt with at that time. Next engagement is scheduled for Oct. 2017 An online suggestion system allows staff to suggest change whenever it occurs to them
	c	General vacancy rate [% of all positions unintentionally vacant] [quarterly count]	Less than 4% 2016 Q4: 0.8% 2017 Q1: 0.0%	More than 4%	More than 7%	More than 10%	More than 15%	<ul style="list-style-type: none"> Market conditions are regularly monitored to keep library jobs competitive with the overall Calgary market
	d	Recruitment time for positions with critical skills [quarterly count]	Less than 12 weeks 2016 Q4: None 2017 Q1: None	More than 12 weeks	More than 16 weeks 2016 Q1: 1 instance	More than 26 weeks	More than 52 weeks	<ul style="list-style-type: none"> CPL is well represented at industry conferences to ensure that good candidates are aware of CPL achievement Effectiveness of different recruiting channels is regularly reviewed, eg. LinkedIn
	e	Availability of Volunteers [% of need filled] [quarterly count]	100% or more	80% to 99% 2016 Q4: 97.5% 2017 Q1: 92.0%	60% to 79%	50% to 59%	Less than 50%	
4 Operations	a	Building visits [quarterly report of year-over-year change]	Less than 5% decrease 2016 Q1: Increase of 17% over 2015 Q1 2017 Q1: No change from 2016 Q1	6-10% decrease	11-20% decrease	21-50% decrease	Over 50% decrease	<ul style="list-style-type: none">
	b	Website and catalogue sessions combined [quarterly report of year-over-year change]	Less than 5% decrease 2016 Q4: Decrease of 2% from 2015 Q4 2017 Q1: Increase of 5% over 2016 Q1	6-10% decrease	11-20% decrease	21-50% decrease	Over 50% decrease	

Area	Level of Risk		Insignificant	Low/Minor	Moderate	High/Major	Catastrophic	Mitigation
	Level of Response		None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan	(at Sept. 30, 2016)
	c	Facility availability [quarterly count]	All facilities open during all regular open hours in period 2016 Q4: No closures 2017 Q1: No closures	Any closure for up to 1 open day in one or more locations	Any closure for up to 1 week in one or more locations	Any closure in one or more locations lasting more than one week	Any closure in one or more locations, with the result that strategic deliverables are no longer achievable	
	d	Relationships with partners in joint facilities [quarterly report]	Operating Styles of Partners diminish the synergies of co-location 2016 Q4: No instances 2017 Q1: No instances	Values and goals of Partners become incompatible with those of the Library	Actions of Partners impede the ability to effectively operate the Facility jointly	Actions of Partners prevent the Library from delivering at least some normal programs and/or services	Actions of Partners cause the Facility to become unusable or unavailable	<ul style="list-style-type: none"> Joint Operating Committees are in place at multi-use sites to prevent issues from escalating
5 New Central Library	a	Reputation maintained during the construction of the New Central Library [quarterly report]	Minor delay in thresholds and/or project on budget 2016 Q4: No emerging issues 2017 Q1: No emerging issues	Minor delay in thresholds and/or project 1 to 2% over budget	Minor delay in thresholds and/or project 2 to 4% over budget	Significant delay in thresholds and/or project 5 to 10% over budget	Significant delay in thresholds and /or project more than 10% over budget	
	b	Transition in service [Not applicable at present]	No issues in transition to operation	Usage of NCL greater than that of current Central Library	Usage of NCL equal to that of current Central Library	Usage of NCL less than that of current Central Library	Usage of NCL is 50% less than that of current Central Library	<ul style="list-style-type: none"> Trialing innovative projects, such as the Fire Truck, prior to opening NCL service plan substantially complete Internal readiness committee initiated with representatives from CMLC and the City of Calgary
6 Security	a	Incidents at Community Libraries [quarterly report of year-over-year count]	The number of incidents remains stable or decreases	Increase in incidents up to 5%	Increase in incidents 6% to 25%	Increase in incidents more than 25% 2016 Q1: Increase of 75% over 2015 Q1 2017 Q1: Increase of 41% over 2016 Q1	Incidents are of such a nature and number that strategic deliverables are no longer achievable	<ul style="list-style-type: none"> Focused staff training on <i>Safety and Security</i> and <i>Working with Vulnerable Populations</i> Revised and updated <i>Problem Situation Guide</i> and <i>Emergency Response Plan</i> New industry standard incident reporting

Area		Level of Risk	Insignificant	Low/Minor	Moderate	High/Major	Catastrophic	Mitigation
		Level of Response	None Required	Enhance Monitoring	Change to Policy, Practice or Plan	Change to Operating Model	Change to Strategic Plan	(at Sept. 30, 2016)
	b	Incidents at Central Library [quarterly report of year-over-year count]	The number of incidents remains stable or decreases 2016 Q4: Decrease of 12% over	Increase in incidents up to 5%	Increase in incidents 6% to 25% 2017 Q1: Increase of 8% over 2016 Q1	Increase in incidents more than 25% 2016 Q1: Increase of 65% over 2015 Q1	Incidents are of such a nature and number that strategic deliverables are no longer achievable	<ul style="list-style-type: none"> software being implemented Stricter application of the Library's <i>Code of Conduct</i> Employment of a City of Calgary Security Advisor, whose sole focus is the Library system Developing closer relationships with Calgary Police Service and other law enforcement agencies Extensive work implementing Crime Prevention through Environmental Design elements, many of which were recommended by CPS Improvements to performance of security contractor, including more effective deployment of guards in multiple locations Concentrated efforts to bring new and diverse demographics to Central Library through extensive programming and community events Specifically in response to the upward trend at community libraries: Community engagement in the Beltline to explore, identify and implement new programs and features at Memorial Park Library to promote pro-social activities in the Library Bannings are now communicated to shared facilities, at which point facility wide bannings are then put in place Increased guard deployment at Nicholls Family Library Locked bathrooms at both Nicholls Family Library and Memorial Park Library Security guards from Central now cover shifts at community library locations, helping to identify banned persons before they enter the library The Library is collaborating with stakeholders around Westbrook Mall to develop joint security strategies. CCTV camera is live on the front door of Central (monitored by City and CPS) The Library is developing relationships with the CPS Aboriginal Liaison Officer All Library guards are participating in Aboriginal Awareness training offered by Garda

Report to the
Calgary Public Library board
Strategy & Community Committee Meeting
Tuesday, May 2, 2017

In Attendance:

Board

Ms. Judy Gray, Committee Chair
Ms. Catherine Angus
Ms. Janet Hutchinson
Mr. Rob Macaulay
Ms. Debra Giles

Regrets

Mr. Frank Durnford

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. Heather Robertson, Director, Service Design
Ms. Lori Chmara, Business Analyst

I. Treaty 7 Opening

Ms. Gray respectfully acknowledged that the meeting is taking place on the traditional territories of the Blackfoot and the people of the Treaty 7 region in Southern Alberta, and the home of the Metis Nation of Alberta, Region III. She also thanked Ms. Angus for taking her role in her absence.

II. Approval of Agenda

Ms. Angus requested that Item IX be moved to the beginning of the agenda and that more time be devoted to it.

III. Approval of Minutes

MOVED by Ms. Hutchinson, that the minutes of the March 7, 2017 Strategy & Community Committee meeting be approved as distributed.

Carried Unanimously

IV. Business Arising and Review of Action Items

There was no business arising.

V. Strategic Planning Process: Check in and Discussion

- *Mr. Paul Lane, Director, Service Delivery*

After discussion on the Mission, Vision, Values process, it was agreed that Mr. Lane and Ms. Hutchinson would discuss the feedback which Ms. Gelinis has received with her and that a further meeting, which will include other members of the Strategy and Community Committee, would be held prior to the May Board meeting in order to ensure that the process is on track.

Mr. Lane asked the Committee to consider the Quality of Life results which answer the question, "What conditions of well-being do we want to achieve?". He is recommending as a process that the Board break into groups to answer the questions – which people, what place and what

condition. This will drive the rest of the process, using the strategy map as a template for the resulting document. He suggested that this process begin after the Mission, Vision and Values statements have been decided upon and before the Board's summer break. The Committee agreed that Mr. Lane will contact Ms. Gelinias to determine her availability as a facilitator for the proposed one day session.

	Action items arising	Person Responsible	Deadline
1	Schedule meeting with Ms. Gelinias, Mr. Lane and Ms. Hutchinson	Admin	Right away

VI. Update on Strategic Scorecard: Q1 2017

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

Mr. Lane reviewed the performance measures noting that good progress was being made in most categories. The decline in circulation is entirely expected as disc-based materials made up 30% of circulation at the start of measurement. It is therefore a positive that the decline has held at 18%. The Committee discussed methodology and target setting, concluding that by the third year of working with these measures, they should be firmly set. Mr. Ptacek told the Committee that Mr. McIntyre Royston and Ms. Cormack are working on a plan to revise MarCom strategies in general and in particular to capitalize on word of mouth and referral growth.

	Action items arising	Person Responsible	Deadline
1	None		

VII. Asset Management Plan

- Mr. Paul Lane, Director, Corporate Services

Mr. Lane began by explaining that the document the Committee received is one of the documents the Library gives to The City to help them determine amounts for annual lifecycle maintenance. The report looks at structure, energy usage and functional needs. The latter category helps determine whether the building is capable of delivering service at the level at which the Library would like to deliver service.

Mr. Lane noted that the facility condition index indicates that most buildings are in good condition. Memorial Park will need sandstone repair and Village Square and Nose Hill will need renovations. Nose Hill upgrades to drainage, parking lot and HVAC will take place within the next 4 months and work at Village Square and Memorial Park is scheduled this year and next.

The energy audit did not provide any information that the Library did not already have and recommendations were mostly limited to changing to LED lighting.

The Committee discussed why some recently renovated branches scored poorly in the functional needs category. Mr. Lane explained that some reasons for the low scores included:

- Lack of parking
- Overcrowding at some branches due to system growth not keeping pace with the city's growth
- Space design challenges like a lack of backroom space for book trucks

Mr. Lane clarified that the report and the attachment are the basis for the 10 year master facility plan. The asset management plan also covers items like vehicles and IT expenses and outlines lifecycle expenses, not including growth, of \$49 million. The full master facility plan will be completed in the near future. Mr. Ptacek indicated that plans would be developed to mitigate any shortfalls, as efficiencies gained by reduced energy expenditure will likely not be sufficient.

	Action items arising	Person Responsible	Deadline
1	None		

VIII. Increasing Hours of Service

- Mr. Mark Asberg, Director, Service Delivery

The Library is striving to provide increased more consistent open hours across the system. There will be increased hours of service at Bowness, Country Hill, Memorial Park, Nose Hill and Quarry Park. Additionally, the Sage Hill Library will also be opening this year. When queried whether hours might be reduced in the future by constraints to the operating budget, Ms. Asberg responded that hours of service would not be the first place to look for savings.

	Action items arising	Person Responsible	Deadline
1	None		

IX. Staff Engagement and Evolving Library Culture

- Mr. Mark Asberg, Director, Service Delivery

The Committee expressed interest in the ability of staff to make suggestions or register concerns with the new system which replaces the Kitchen. Mr. Asberg noted that the processes associated with the Kitchen were not meeting expectations when it came to delivering real-time or quick responses and that Insight and the advisory groups should rectify that situation. The intent is to give more direct and positive avenues for suggestions and innovations. An update will come to the Committee at a later date and a virtual town hall is planned for staff.

MOVED by Mr. Macaulay that the Strategy and Community Committee recommend that the Calgary Public Library Board receive this report, *Staff Engagement and Evolving Library Culture*, for information.

Carried Unanimously

	Action items arising	Person Responsible	Deadline
1	None		

X. Board Advocacy: Check-in on Board Meeting Roundtables

Ms. Angus pointed out that the Advocacy Overview Chart that was to be reviewed was not appended to the Committee's agenda, but could be found on page 18 of the April Board meeting package. The intention behind reviewing this document was to check in on progress or changes required on the Board's advocacy plan. No proposals for changes to the plan were identified. Ms. Angus noted that the Advocacy Overview Chart provides a tool for Board advocacy planning; the Committee can bring updates to the plan to the Board.

Ms. Hutchinson updated the Committee that Board members who were at the Alberta Library Conference all attended the ALTA Annual General meeting and that the proposed changes to the bylaws were accepted. Ms. Gray will report at the May Board meeting.

	Action items arising	Person Responsible	Deadline
	None		

XI. ALTA Update

In the interest of maintaining the Committee timeframe, Ms. Gray stated that she will make her ALTA report to the full Board at the end of the month.

Judy Gray
Chair, Strategy & Community Committee

Report to the
Calgary Public Library board
Governance Committee Meeting
Tuesday, May 9, 2017

In Attendance:

Board

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

Administration

Mr. Bill Ptacek, CEO
Ms. Ellen Humphrey, Deputy CEO
Ms. Sarah Meilleur, Director, Service Design

I. Treaty 7 Opening

Ms. Samuels respectfully acknowledged that the Board 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.

II. Review of Agenda

The Agenda was approved as presented.

III. Approval of Minutes

MOVED by Ms. Hutchinson, that the minutes of the March 14, 2017 Governance Committee meeting be approved as written.

Carried Unanimously

IV. Business Arising from Minutes

There was no business arising.

V. Addition of Non-Board Members to Committees

The Committee reviewed the proposed policy for this item and highlighted the following points:

- Consultants hired for their expertise, in areas such as insurance, can be brought in by a Committee without Board approval, and are not covered under the terms of this policy.
- The non-Board Members would be volunteers.
- Instead of Board approval, the policy will specify Board oversight. Volunteer appointments would be reported to The Board, but this would not hold up the work of the Committee when time is of the essence.
- The use of volunteers would generally be for ad hoc committees or work groups, which would be defined in the policy.

MOVED by Mr. Durnford, that the Governance Committee recommend that the Calgary Public Library Board approve the Policy on Opportunities for Volunteers on Board Standing

Committees and Ad Hoc Committees, with the amendments made by the Governance Committee on May 9, 2017.

Action Item	Person Responsible	Timeline
The Policy on Opportunities for Volunteers on Board Standing Committees and Ad Hoc Committees will be amended with today's suggestions and go forward to the May Board meeting for approval.	Janet, Shereen, and Ellen	May Board Meeting

VI. Report Board Time Tracking

The Committee discussed the results of their time tracking trial. The average number of hours spent by participating Board Members was 15.77 per month. Some months are much busier due to special projects, conferences or Board retreats. There is much fluctuation throughout the year, and Committee and Board Chairs tend to accrue more hours. It was decided that a fair representation of Board time would be the range of 15-20 hours per month.

Action Item	Person Responsible	Timeline
Verbal report to the Board that the Governance Committee has found that the range of 15-20 hours per month is a fair representation of Board time.	Shereen	May Board Meeting

VII. Board Recruitment

Ms. Hutchinson reported that the terms of three Board Members, Ms. Hutchinson, Mr. Durnford, and Mr. Macaulay, expire this year, and all three are eligible for re-appointment. If all stand, this would eliminate the need for a recruitment process, since the Library Board does not need to put forward more candidates than the number of vacancies. It was noted a Board term may be interrupted by a three-month leave or a mid-term resignation, at which time the Board may or may not seek another Council appointment depending on the time remaining in the term.

Action Item	Person Responsible	Timeline
Put forward reappointments to City Clerk in preparation for the November appointment process.	Janet	As soon as possible for the City Clerk's records

VIII. Committee Workplan – Updated May 4, 2017

The Committee discussed the policy for remote attendance. The policy should state that it is the norm for members to attend in person, but remote attendees would be allowed to make up quorum and vote. The Board Chair (or Vice-Chair or temporary chair) must be physically present at each meeting. Any issues of excessive absence are covered by the Board's Roles and Responsibilities statement.

The item, *Lobbying to increase number of Board Members*, will be deferred to the 2018 workplan. The City Charters legislation is expected to be enacted in the summer, and this may allow The City greater flexibility and authority to change the number of Board Members. It was

noted that there is also a City of Calgary bylaw that stipulates the number of members, and this would have to be changed to include a reference to the City Charter.

Once the new Strategic Plan values are formally adopted, the Governance Committee will review the policies and bylaws to ensure they reflect, foster and support those values, as part of a *Strategic Alignment Review* on the 2018 workplan.

After the remote attendance policy is reviewed in June, this will complete the 2017 workplan items, and the Committee will adjourn for the summer.

Action Item	Person Responsible	Timeline
Prepare remote attendance policy	Janet and Shereen	June Governance Meeting
Chair's one-on-one meetings with individual Board Members	Ms. Hutchinson	Ongoing

Shereen Samuels
Chair, Governance Committee

Draft Revised as of May 16, 2017:

**Opportunities for Volunteers
on Board Standing Committees and Ad Hoc Committees**

Preamble:

From time to time, the Board will benefit from the capacity, perspective and expertise of volunteers not on the Board. While the Library has many connections with diverse communities through our targeted programming, services, and a robust volunteer program, on occasion, the Board committees may need this expertise at the table.

In looking for a volunteer to contribute to Standing and Ad Hoc Committees, the following must be considered:

- The Standing Committee or Ad Hoc Committee must identify a clear need for community expertise and experience. Ideally, this voice (or voices) would add expertise, diversity and opinion separate from those articulated by the current committee members.
- The Board must be notified of volunteer opportunities.
- The request for volunteers will be coordinated by the Manager, Volunteer Resources, and should be advertised, at a minimum, through the community libraries and website.
- Prospective volunteers will be screened and interviewed in accordance with Library practice and must complete an orientation program prior to participation on a Standing Committee or Ad Hoc Committee.
- Once selected, the position(s) is considered to be non-voting and must have a fixed term identified.

Due to the sometimes confidential nature of work, the Governance Committee will not add volunteers to its committee roster.