

CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, September 27, 2017  
2<sup>nd</sup> Floor Boardroom, Central Library





<b>I.</b>	<b>Treaty 7 Opening and Chair’s Opening Remarks</b>	...2
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<b>III.</b>	<b>Consent Agenda <u>(5 minutes)</u></b>	
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	B. Record of Urgent Motion Dated July 14, 2017: Endorsement of the CFLA-FCAB Truth and Reconciliation Committee Report	...14
	C. Chair’s Report	...16
<b>IV.</b>	<b>Business Arising (20 minutes)</b>	
	A. Business Arising from the Minutes	
	B. Advocacy Updates, including ALTA Report <u>(5 minutes)</u>	...18
	C. Confirmation of 2019-2023 Mission, Vision, Values, Quality of Life Statement and Key Outcomes – Mr. Paul Lane, Director, Corporate Services	...22 <i>Decision</i>
<b>V.</b>	<b>Chief Executive Officer’s Report (15 minutes)</b> – Mr. Bill Ptacek, CEO	...24 <i>Information</i>
	A. Highlight Report NCL Plan for Feature Spaces and Activities Update – Ms. Heather Robertson, Director, Service Design	...verbal <i>Information</i>
<b>VI.</b>	<b>Audit &amp; Finance Committee (10 minutes)</b>	
	A. Report of the July 20, 2017 Meeting – Ms. Debra Giles, Committee Chair	...38 <i>Decision</i>
	B. Report on presentation to the City Audit Committee – Ms. Debra Giles, Committee Chair	...verbal <i>Information</i>

<b>VII. Governance Committee (10 minutes)</b>	
- Ms. Shereen Samuels, Committee Chair	
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B. Recommended Addition to Board Governance Bylaw, with Guidelines (carried forward)	...48
- Remote Attendance	Decision
<b>VIII. Strategy &amp; Community Committee (5 minutes)</b>	
A. Report of the September 7, 2017 Meeting	...52
- Ms. Judy Gray, Chair	
<b>IX. NCL Liaison Report (5-10 minutes)</b>	...56
- Mr. Avnish Mehta, NCL Liaison	<i>Information</i>
<b>X. Calgary Public Library Foundation Board (10 minutes)</b>	
A. Update	...58
- Mr. Avnish Mehta, Board Representative	<i>Information</i>
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<b>XII. Meeting Assessment Report</b>	
<b>XIII. In-Camera Agenda</b>	...64
<b>XIV. Adjournment</b>	

## **Meeting Opening**

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



**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?				

<b>Meeting efficiency</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Don't know</b>
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?				

<b>Participation</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Don't know</b>
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?				

<b>Meeting Materials</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Don't know</b>
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?				

<b>Meeting logistics and support</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Don't know</b>
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?				

<b>Additional comments</b>
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Record of Urgent Motion  
Calgary Public Library Board  
**Endorsement of the CFLA-FCAB Truth and Reconciliation Committee Report  
Motion Dated July 14, 2017**

**Background:**

In accordance with Calgary Public Library Board Governance By-Law 4.10, the following Urgent Motion was made by Ms. Hutchinson on July 11, 2017. The response deadline was July 14, and responses were made by email. Board Members were asked to respond in only one of three ways - approval, disapproval or abstention. Ms. Hutchinson announced the results at the conclusion of the vote.

At the June 28, 2017 Board meeting, a recommendation to endorse the CFLA-FCAB Truth and Reconciliation Committee Report, and the ten recommendations contained in it, was missed. Library Administration's information report on the CFLA-FCAB Truth and Reconciliation Committee Report, authored by Rosemary Griebel, was included in the June 6, 2017 Strategy & Community Agenda.

Accordingly, Ms. Hutchinson proposed the following Urgent Motion that, if passed, would allow the recommendation and endorsement to be forwarded to CFLA-FCAB.

**Urgent Motion:**

MOVED by Ms. Janet Hutchinson, that the Calgary Public Library Board receive the report "Support and Endorsement of the CFLA-FCAB Truth and Reconciliation Committee Report" dated June 6, 2017 and further, that the Calgary Public Library Board endorse the CFLA-FCAB Truth and Reconciliation Committee Report and the recommendations contained within.

Approved: 8  
Motion Carried

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Ms. Janet Hutchinson  
Chair

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Mr. Bill Ptacek  
Chief Executive Officer



Report to the  
Calgary Public Library Board  
September 27, 2017  
**Chair's Report**

June 28	Board meeting
July 04	Tour of Riddell Library at Mount Royal University
July 11	Shawnessy Library tour
July 17	ClearView Connection training (whistleblower process)
July 20	Audit & Finance Committee
July 27-28	ULC meeting in Toronto
Aug 10	Forest Lawn Library Playground launch
Aug 12	Meet with Shereen re: Inclusion work
Aug 15	Strategic Planning Session
Aug 22	Extraordinary Foundation Board meeting
Aug 30	Governance meeting, Foundation Board
Aug 31	NCL site tour
Sep 07	Strategy & Community Committee
Sep 12	Governance Committee Agenda meeting
Sep 13	Meet with Catherine – mid-term checkpoint
Sep 19	Foundation Board Meeting

Throughout July, August and September:

- Preparation and follow-up to meetings
- Email correspondence and meetings with Board and Library staff on various matters, such as Library members' concerns and the Board reappointment process

Janet Hutchinson  
Board Chair



Report to the  
Calgary Public Library Board  
September 27, 2017  
**ALTA Report**

**ALBERTA LIBRARY TRUSTEES ASSOCIATION**  
**Board of Directors' Meeting - Teleconference**  
**September 20, 2017**  
**6:30 - 7:30 pm**

**NOTES**

**1. ALTA COMMITTEES - Committee meetings to be held in October**

Advocacy - Chair, Catharine  
Education and Resources - Chair, Tanya  
Recruitment and Recognition - Chair, Judy  
Operations - Chair, Bob  
Finance and Personnel - Chair, Colleen  
Marketing and Communications - Chair, Jill

Alternates are invited to place themselves on a committee.

**2. ALTA RETREAT - Lazy M Ranch (west of Caroline, Alberta); June 1-3, 2018.**

**3. ALC REPORT - Conference April 27-29, 2018; Jasper Park Lodge. Two additional hotels in town will be available during the conference, with shuttle service to the Lodge. Session proposals due October 3, 2017.**

**4. FINANCE REPORT - Finance Committee to review expenses on Bank Charges/PayPal fees (239.9% of budgeted) as well as membership fees (no increase for over 5 years) and report back to the Board with recommendations.**

**5. NEW BUSINESS**

Unification Committee - this committee is chaired by Tanya Pollard (ALTA); the committee met in June, no meeting over the summer, with no future meeting date set. Appears to be little political will to have anything happen with this initiative.

PLSB/ALTA Symposium - H-R themed opportunity, in Edmonton, likely February 23-24, 2018. No specifics re program at this time.

ALTA NOMINATIONS 2018 - The following Areas will require nominations: Yellowhead, Marigold, Shortgrass, Northern Lights. Nominations will occur December 1, 2017-January 31, 2018.

- The Operations Committee will clarify the process for nomination of the President Elect; this committee will also clarify roles and responsibilities of ALTA Board Members and Alternates.

**Review of ALTA president/designate attendance and presentations at provincial conferences. AUMA will be held in Calgary this year; local representation has been requested.**

**6. PLSB UPDATE**

**Review of staff changes/updates.**

**Announced a review of “Standards and Best Practice” document; will likely be discussed at ALC.**

**Discussed work being done within the Department on the role of the public library in early childhood literacy. Publication should be completed 6 months-1 year.**

**7. Next ALTA Board meeting - November 16, 2017.**

**8. Adjournment.**

Judy Gray  
ALTA Representative

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

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



Report to  
The Calgary Public Library Board  
September 27, 2018  
**Confirmation of 2019-2023 Mission, Vision, Values,  
Quality of Life Statement and Key Outcomes**

**I. PURPOSE**

The purpose of this report is to summarize the results of work undertaken this year to create Vision, Mission and Values statements for the Calgary Public Library.

**II. BACKGROUND**

The Library's current strategic plan was completed in 2014 and did not change the vision, mission and values statements then in place, which dated from 2011 or earlier. Much has changed at the Library since 2011, and with the beginning of a new planning cycle covering the years 2019 to 2022, the Board undertook to review these foundational statements.

With the assistance of an external facilitator, new statements were developed over the course of several meetings and conversations between April and September.

**III. VISION & MISSION**

The consensus vision statement is as follows:

*Potentials realized*

The consensus mission statement is as follows:

*Empowering community by connecting you to ideas and experiences, inspiration and insight*

**IV. VALUES**

The consensus values statements are as follows:

**INCLUSION**

*The Library upholds the principles of a just society, chief among them respect, dignity, and equity.*

*We will engage in open, meaningful dialogue and deepen our understanding to inform Library practice and create an environment that is inclusive of all.*

**CURIOSITY**

*The Library doesn't settle for what we already know. We explore new ideas, consider fresh perspectives and seek to innovate.*

*It is our curiosity, teamed with our creativity, that will ensure we continue to achieve. We use our imaginations to set and exceed our own high standards.*

**COLLABORATION**

*Our decisions are better and our impact greater when we work with our colleagues, our members, and our partners.*

## **V. QUALITY OF LIFE RESULTS**

The City of Calgary has asked the Library to adopt a new planning and reporting approach for this strategic cycle, known as Results Based Accountability. This model asks the Library to identify what difference it intends to make in the lives of its audience and to report activity and progress against those intended differences.

During its strategic planning preparatory work, The Board has identified the following two Quality of Life Results and related Population Outcomes:

### **A. Inclusive and Cohesive Communities**

1. Our users will have a sense of belonging
2. Our users will feel empowered to take part in decisions that affect their well-being
3. Our users will empathize and effectively interact across differences

### **B. Resilient, purposeful, and inspired lives**

1. Our users will create personal meaning, capacity, and connectedness for their own benefit and that of others
2. Our users will dream, learn, and grow

## **VI. NEXT STEPS**

The immediate next steps in the strategic planning roadmap are to select indicators of progress in the five outcomes listed above. These indicators need not be the exact outcomes themselves, but a collection (3 to 5) of things that are measurable and for which, ideally, a baseline can be determined, and that have some explanatory connection to the outcome(s).

After these indicators are finalized, Library strategies and actions can be identified. The expected deadline for finalization of these Population Indicators is the end of the year.

## **VII. CONCLUSION**

Work to craft updated mission, vision and value statements for the Library is now complete, as is determination of Library-related Quality of Life Results and Outcomes that will be used in strategic reporting to the Board commencing in 2019, and in business plan-related reporting to The City of Calgary commencing some time in mid 2018.

## **VIII. RECOMMENDATION**

That the Calgary Public Library Board:

- A. Endorse the updated Mission, Vision and Value statements for the Calgary Public Library, as well as the Library-related Quality of Life Results and Outcomes that will be used in strategic reporting to the Board commencing in 2019, and in business plan-related reporting to The City of Calgary commencing some time in mid-2018;
- B. Approve the next steps in the strategic planning roadmap as outlined in the Library Vision, Mission and Values report dated September 27, 2017

Paul Lane  
Director Corporate Services

Report to the  
Calgary Public Library Board  
September 27, 2017  
**Chief Executive Officer's Report**

## **GOVERNMENT RELATIONS**

It was not a surprise to hear that The City of Calgary is looking for ways to reduce the 2018 operating budget. So, as The City had requested of all Departments and all Civic Partners, they have asked the Library to suggest some options for funding reductions at the 1.5%, 2.5%, 3.5% and 5% level in 2018. The cutback scenarios were to be described in line with The City's Results Based Accounting methods with an eye toward suggesting reductions that would do as little harm as possible to the Library's service outcomes. The City will use that information to provide different scenarios for the 2018 budget. That budget will be the purview of the newly elected Council and Mayor later this fall, so any direction from this exercise will not come until November.

As the Mayor and City Manager said at the April Board Meeting, the Library has been scheduled for an operating budget increase of \$3.5 million to cover additional costs at the new Central Library. However, that Library is not scheduled to open until November of 2018. To determine how much of that \$3.5 million will be needed next year, the Library has submitted a spending plan that would prepare the building for opening and cover the cost of promoting the facility as well as the expanded operations for two months. The plan utilizes all \$3.5 million, but before it officially goes to The City, resources from the CMLC project budget and Library operating efficiencies 2 will be reviewed with a goal of reducing the 2018 ask by 25%.

The City of Calgary Auditors are beginning their work on the third and final audit for the NCL project; this time focused on operational readiness. This is a risk-based audit, and the auditor is looking at three main risks: programs and services (focused on the Plan for Innovation), security, and general operational readiness (staff and volunteer training, move plan, etc.). The audit is a good opportunity to both demonstrate Library expertise in planning, and to learn from questions, suggestions, and the auditor's unique perspectives. September is the month for fieldwork, with the verbal and written report coming towards the end of October. The results of the audit will come to the Library Board's Audit and Finance committee in the fall and the City Auditor will present their report to Council's Audit Committee in Q1 2018.

The Calgary Public Library has launched **Election 2017: Make An Informed Choice**. In August, a letter with information about the Library and a Questionnaire regarding the role of the Library in the community was sent out to all Councillor and Mayorality candidates. Shannon Curry, who manages social media in our Marketing Department, has built an excellent web page to share the information with voters. We have worked closely with The City of Calgary, Elections and Census Office, in developing this project which has the objectives of building electoral candidates' awareness of the Library, and helping citizens get to know their candidates better and participate in the election. To date, we have had over 50% of candidates respond and there have been 18,000 page views by 14,100 unique visitors to the site. Based on this experience, we plan to broaden the effort to School Board Candidates at the next election. (include a picture of the website)



On October 16 Calgarians will cast their votes to elect their Mayor, Councillors and School Board Trustees. By casting your vote you're choosing who you want to represent you and make the important decisions that shape our city's services, from transit, parks, and schools to your public library system.

To support you in casting an informed vote we've compiled some key resources and invited all candidates to respond to a few questions about the Library, books, and reading to help you get to know the candidates better.

Arm yourself with the information you need to make an informed choice that will help create a strong, vibrant Calgary.

## Candidate Q & A

Get to know the candidates by reading their responses to our Q & A.

[Candidates for Mayor](#)

[Candidates for Council](#)

## Important Information for Voters

- Eligible voters can vote early at an Advance Vote location from October 4 – 11 (except Oct. 9). The complete list of locations will be available on September 19, 2017.
- Election Day is Monday, October 16, 2017. Voting stations are open 10 am to 8 pm. Starting October 12, voters can find their voting stations at [www.electionscalgary.ca](http://www.electionscalgary.ca).
- Ward boundaries changed this year. See the [new ward boundaries here](#).
- Make sure you have the [identification you need to vote](#).

## OPERATIONS

**School's Out Summer Learning: 3 Things for Canada** was the theme for this year's summer learning/reading program. The registration count for the summer program was 16,495, representing a drop of about 20% from last year's numbers. Since there was a new way to promote the program in schools and the registration methods were changed, there will be some follow-up analysis so that it can be improved next year. But one element that was very successful were the "Action Squads" of kids who volunteered for projects in their community.

*"We met our Community Champions last night at Country Hills and it was awesome. The **Northern Hills Community Association and Vivo** have been super involved in this process and brought some amazing resources for the kids to use while they design what the green spaces and parks in the area could look like. All the kids got to put*

CalgaryPublicLibrary @calgarylibrary · Sep 8  
Congrats Addison! She participated in our School's Out program and won the Sage Hill Library Grand Prize, becoming Library Boss for the day!



*stickers on a giant map of the city where their favourite parks are and vote on their favourite pieces of equipment. Right now, we have 18+ enthusiastic kids who are coming up with some super cool ideas for playgrounds. Next week we are meeting a representative from the Councillor's office."*  
This from Sarah Kipling of the Country Hills Library.



Last night the Action Squads at Country Hills began planning and building their models of playgrounds for the community. They have some awesome and big ideas - I hope we can finish them next week!

**Forest Lawn Early Learning Centre** had a grand opening celebration and public launch with the media on August.





The first Early Learning Centre supported by the Calgary Foundation Grant was opened on Saturday, September 16, at the Saddletowne Library. This event was attended by Mayor Naheed Nenshi and Calgary Foundation Representative Patty Pon (who was also on the grants committee); and emceed by Calgary Public Library Foundation CEO, Paul McIntyre Royston. It was his last public event as CEO of the Library Foundation and the Mayor had many complimentary remarks about Paul and his accomplishments. Service Design Lead Kristen Duke unveiled Calgary Public Library's Early Learning Strategy, which focuses on providing free educational and engaging spaces, and programming for children aged 0 to 5 throughout the city. Mayor Nenshi announced the Million Dollar Grant from the Calgary Foundation, which will support the development of 4 Early Learning Centres across the city, including upcoming openings at Forest Lawn, Signal Hill and Crowfoot Libraries. This exciting morning was full of discovery for children and adults alike as more than fifty people took to the runway in the new Up, Up and Away Early Learning Centre.





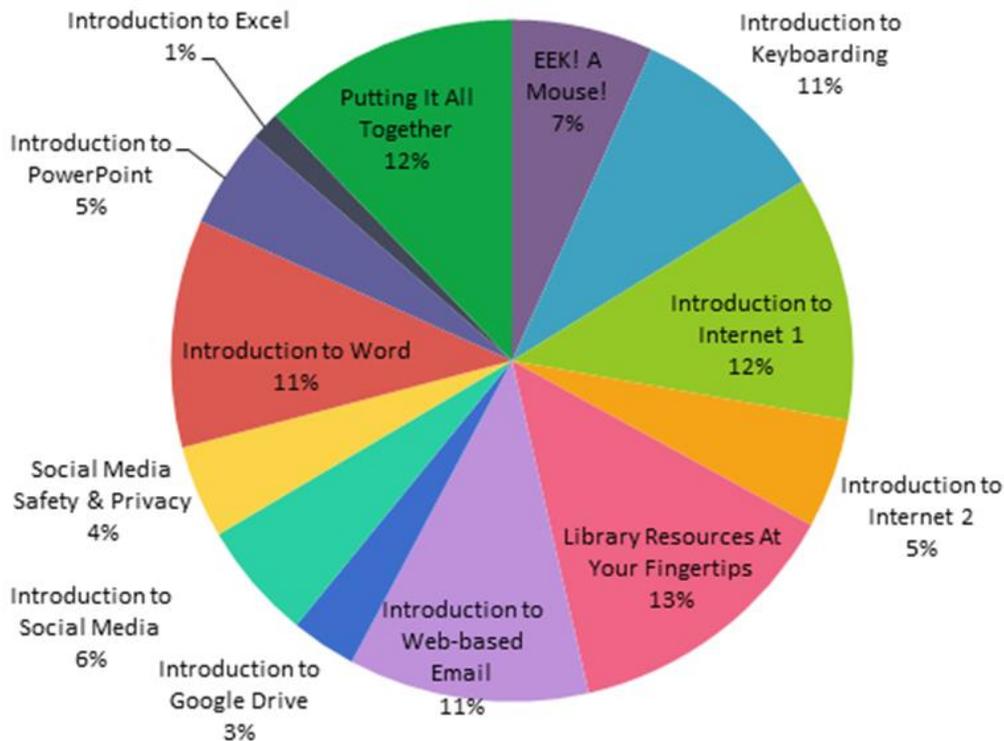
Several new programs will launch this fall, related to our initiative for Indigenous services. Awo Taan Healing Lodge will deliver the **Grandmother Turtle**, an 8-week indigenous storytelling early literacy program, at Signal Hill. We will be hosting **Shirley Hill** in the **Drop-In Storytime** programs in 8 different locations. Shirley will engage the children with oral traditional stories, music and dance.

A drumming circle program will be held every Sunday, beginning in November and ending the beginning of December. This program is part of the Sun Life Financial music programming at the Memorial Park Library. Igniting the Fire is a 10-class program focused on self-identified Indigenous people demonstrating storying in a variety of formats – traditionally and through the arts. The program will be hosted at the Central Library, October 11 to November 10.

The Library is in the process of finalizing arrangements to work with the **Indigenous Place Making Council** on Indigenous Place Making at NCL. The initiative will take place in three phases: 1. Community Engagement and Design Concepts; 2. Detailed Design; and 3. Fabrication and/or Construction. The CPL Foundation has provided \$500,000 upfront, enabling the Library to get started on this important project while external grant and donor opportunities are being pursued. As part of the scope of Indigenous Place Making, we plan to develop an engagement plan that will guide us in future place making, program and service projects with Indigenous communities.

The Feature Number is about the Digital Literacy programming over the last year. There have been significant increases in the reach of its DLIC program for 2016-17 over the previous year. Funded by Calgary Learns and working in partnership over 30 local social service agencies, the Library has built a team of over 40 specially-trained instructors who bring computer instruction to learners who would otherwise not have access to such programming. The small-group instruction sessions that are the heart of this program enable learners to overcome multiple barriers to learning, including: poverty, learning disabilities, low-literacy skills and language barriers. To the best of our knowledge, the DLIC program is a unique offering in supplying instruction and equipment (in the form of mobile computer labs) where necessary.

DLIC July 2015 - June 2017		
Year	Classes	Learners
Jul 1, 2015 - Jun 30, 2016	217	1269
Jul 1, 2016 - Jun 30, 2017	335	1964



The Memorial Park Library transformation has continued throughout the summer, beginning with “under an umbrella we met”, an Indigenous youth exhibit in June and July that included films, exhibits and a “talkback wall” in which individuals made written commitments around reconciliation. In August, the Library participated in “Music in the Park”, a daily line-up of concerts in the adjacent park area. In the Library, there was “Urban Portraits”, which featured photographs highlighting the diversity of the residents of the Beltline area. During Historic Calgary Week starting on July 28<sup>th</sup>, the Memorial Park Library hosted several of the events that were developed by the Chinook County Historical Society. The Music Lending Library was featured in “My first Music Lessons” in which 28 people learned to play the violin and guitar. “I’m with the Band: The Beatles”, a facilitated jam session, will run for 6 weeks at Memorial Park. A Meet-Up group has been created for this event and there are currently 40



members. Using a Meet-Up group as a promotional tool is being tested with music programming; we will be looking for wider applications as well. The summer of activity was topped off by the Teddy Bear Picnic, which was co-sponsored by the Beltline Aquatic and Fitness Center.

## **OTHER**

Calgary Public Library Foundation CEO Paul McIntyre Royston is off to the Canadian Olympic Foundation at the end of September. He is leaving on a very high note. Already this month, \$3 million in new major gifts have been committed! The Library Experience Centre at the Hillier Block building has hosted over 1,000 people for programs and tours. On September 15, 930 people participated in the “Locked Library After Dark” adventure. The event netted over \$30,000. On August 19, the Summer Book drive brought in 50,000 donations that will be sold through the Foundation and Better World Books. Finally, the 40<sup>th</sup> annual Bob Edwards Gala has been confirmed for November 2. Jann Arden will be this year’s honoree.

The Calgary Public Library was a strong participant in the International Play Association conference that was hosted by The City of Calgary. The Conference added the Library’s Early Learning Centres to its map, app, and list of *Playful Spots in Calgary*. This was available to the 650 to 700 registered speakers and delegates attending the conference. The Library’s Early Learning Design Lead, Kristen Duke, was part of the planning committee for the conference. At the end, in City Hall with Mayor Nenshi and MP Kent Hehr, the Library signed the Play Charter that signified the intention to incorporate play into all aspects of Calgary’s community life.

Bill Ptacek  
CEO

## Mission Moment

At the opening of the Forest Lawn Library Nature Playground, Julia and her mom Mirna Khaled were part of the audience that helped to open this very special space. Since the project was funded in part by Federal funds, MP Kent Hehr was scheduled to be on the program. Julia and her mom came to deliver a special book to Minister Hehr. Julia has Cerebral Palsy and is in a wheelchair. As regular visitors to the Forest Lawn Library, they rarely saw books that included kids in wheelchairs. So Julia's mom decided to write a book titled "Julia and Bella." It is the story of Julia in the wheelchair and her friend Bella who helps her deal with some mischief by her classmates.

Minister Hehr was not able to make the event. Still, the Library received several copies of the book and plans to have it in all community library collections. In the meantime, the autographed copy of the book was hand-delivered to Minister Hehr by his neighbor Elizabeth Reade, who works at the Library Foundation. Minister Hehr was so taken by the story that he invited representatives of the Library, Julia, her mom and her twin brother Jalal to lunch. He plans to do a video in which he reads the book. The story is more remarkable since the family has only been in Canada for less than two years as refugees from Lebanon. This was Julia's first time in school and she is learning to walk and has become more vocal. The Library is also connecting Mirna to the 2017 Author in Residence to get some help to write a follow-up book that explains Cerebral Palsy to kids of Julia's age (7).



Date

Year 2017  
Month June

New Members

Jun	2017	9,252	-2%	YTD	2017	57,148	-3%
	2016	9,439			2016	59,076	

Active Members

Jun	2017	603,551
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Programs & Outreach

Programs

...in the library

Jun	2017	1,030	9%	YTD	2017	7,692	17%
	2016	941			2016	6,593	

...in the community

Jun	2017	796	27%	YTD	2017	2,550	17%
	2016	627			2016	2,183	

...for adults, seniors or all ages

Jun	2017	547	3%	YTD	2017	3,348	20%
	2016	531			2016	2,791	

...for kids & teens

Jun	2017	1,279	23%	YTD	2017	6,894	15%
	2016	1,037			2016	5,985	

Total number of programs

Jun	2017	1,826	16%	YTD	2017	10,242	17%
	2016	1,568			2016	8,776	

Program participants

Jun	2017	62,291	-8%	YTD	2017	219,270	1%
	2016	67,910			2016	216,841	

Library Space

Visits

Jun	2017	572,722	4%	YTD	2017	3,438,912	1%
	2016	548,823			2016	3,408,287	

Room bookings

Jun	2017	338	54%	YTD	2017	2,741	87%
	2016	220			2016	1,464	

Collections

Physical items acquired

Jun	2017	31,457	21%	YTD	2017	124,079	-6%
	2016	26,047			2016	132,311	

Physical collection size

Jun	2017	1,436,618	-2%
	2016	1,469,462	

Expenditure on physical items

Jun	2017	482,431	11%	YTD	2017	2,393,222	-2%
	2016	433,073			2016	2,435,266	

Total expenditure

Jun	2017	686,621	17%	YTD	2017	4,268,383	2%
	2016	588,613			2016	4,196,162	

Circulation

Total Checkouts

Jun	2017	1,153,984	-9%	YTD	2017	7,339,249	-8%
	2016	1,270,958			2016	8,014,844	

...physical items

Jun	2017	949,507	-12%	YTD	2017	6,099,018	-10%
	2016	1,078,923			2016	6,811,140	

...digital items

Jun	2017	204,477	6%	YTD	2017	1,240,231	3%
	2016	192,035			2016	1,203,704	

Access to Technology

Total technology sessions

Jun	2017	141,719	12%	YTD	2017	856,071	12%
	2016	126,069			2016	763,854	

...computer sessions

Jun	2017	70,185	-2%	YTD	2017	434,688	-4%
	2016	71,966			2016	453,140	

...chromebook sessions

Jun	2017	15,491	109%	YTD	2017	80,824	134%
	2016	7,429			2016	34,555	

...wireless sessions

Jun	2017	56,043	20%	YTD	2017	340,559	23%
	2016	46,674			2016	276,159	

Website, Catalogue & Social Media Followers

Website sessions

Jun	2017	667,124	14%	YTD	2017	4,117,372	11%
	2016	586,801			2016	3,694,647	

Catalogue sessions

Jun	2017	391,883	-9%	YTD	2017	2,599,289	-3%
	2016	430,876			2016	2,682,347	

Social media followers

Jun	2017	35,720	16%
	2016	30,852	

Facebook, Twitter, Instagram & LinkedIn

Holds

Active holds

Jun	2017	228,785	12%	YTD	2017	42,721	10%
	2016	203,787			2016	38,909	

Members with active holds

Date

Year 2017  
Month July

New Members

Jul	2017	9,400	-5%	YTD	2017	66,548	-3%
	2016	9,864			2016	68,940	

Active Members

Jul	2017	607,440
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Programs & Outreach

Programs

...in the library

Jul	2017	1,175	20%	YTD	2017	8,867	17%
	2016	982			2016	7,575	

...in the community

Jul	2017	300	38%	YTD	2017	2,850	19%
	2016	218			2016	2,401	

...for adults, seniors or all ages

Jul	2017	438	28%	YTD	2017	3,786	21%
	2016	341			2016	3,132	

...for kids & teens

Jul	2017	1,037	21%	YTD	2017	7,931	16%
	2016	859			2016	6,844	

Total number of programs

Jul	2017	1,475	23%	YTD	2017	11,717	17%
	2016	1,200			2016	9,976	

Program participants

Jul	2017	26,854	5%	YTD	2017	246,124	1%
	2016	25,663			2016	242,504	

Library Space

Visits

Jul	2017	570,924	0%	YTD	2017	4,009,836	1%
	2016	570,448			2016	3,978,735	

Room bookings

Jul	2017	428	116%	YTD	2017	3,169	91%
	2016	198			2016	1,662	

Collections

Physical items acquired

Jul	2017	29,886	77%	YTD	2017	153,965	3%
	2016	16,851			2016	149,162	

Physical collection size

Jul	2017	1,442,777	-2%
	2016	1,477,401	

Expenditure on physical items

Jul	2017	456,162	38%	YTD	2017	2,849,384	3%
	2016	330,961			2016	2,766,227	

Total expenditure

Jul	2017	614,955	15%	YTD	2017	4,883,338	3%
	2016	533,607			2016	4,729,769	

Circulation

Total Checkouts

Jul	2017	1,260,725	-8%	YTD	2017	8,599,974	-8%
	2016	1,371,820			2016	9,386,664	

...physical items

Jul	2017	1,049,335	-10%	YTD	2017	7,148,353	-10%
	2016	1,167,627			2016	7,978,767	

...digital items

Jul	2017	211,390	4%	YTD	2017	1,451,621	3%
	2016	204,193			2016	1,407,897	

Access to Technology

Total technology sessions

Jul	2017	124,916	1%	YTD	2017	980,987	10%
	2016	123,968			2016	887,822	

...computer sessions

Jul	2017	66,983	-3%	YTD	2017	501,671	-4%
	2016	69,308			2016	522,448	

...chromebook sessions

Jul	2017	13,307	79%	YTD	2017	94,131	124%
	2016	7,420			2016	41,975	

...wireless sessions

Jul	2017	44,626	-6%	YTD	2017	385,185	19%
	2016	47,240			2016	323,399	

Website, Catalogue & Social Media Followers

Website sessions

Jul	2017	655,213	12%	YTD	2017	4,772,585	12%
	2016	583,412			2016	4,278,059	

Catalogue sessions

Jul	2017	441,829	-1%	YTD	2017	3,041,118	-3%
	2016	444,569			2016	3,126,916	

Social media followers

Jul	2017	36,083	15%
	2016	31,255	

Facebook, Twitter, Instagram & LinkedIn

Holdings

Active holds

Jul	2017	224,966	12%	YTD	2017	43,160	9%
	2016	201,670			2016	39,439	

Members with active holds

Date

Year 2017  
Month August

New Members

Aug	2017	9,819	-7%	YTD	2017	76,367	-4%
	2016	10,517			2016	79,457	

Active Members

Aug	2017	612,265
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Programs & Outreach

Programs

...in the library

Aug	2017	1,152	28%	YTD	2017	10,019	18%
	2016	898			2016	8,473	

...in the community

Aug	2017	251	3%	YTD	2017	3,101	17%
	2016	243			2016	2,644	

...for adults, seniors or all ages

Aug	2017	465	33%	YTD	2017	4,251	22%
	2016	349			2016	3,481	

...for kids & teens

Aug	2017	938	18%	YTD	2017	8,869	16%
	2016	792			2016	7,636	

Total number of programs

Aug	2017	1,403	23%	YTD	2017	13,120	18%
	2016	1,141			2016	11,117	

Program participants

Aug	2017	21,745	-3%	YTD	2017	267,869	1%
	2016	22,465			2016	264,969	

Library Space

Visits

Aug	2017	569,672	-1%	YTD	2017	4,579,508	1%
	2016	574,771			2016	4,553,506	

Room bookings

Aug	2017	508	107%	YTD	2017	3,677	93%
	2016	245			2016	1,907	

Collections

Physical items acquired

Aug	2017	26,822	33%	YTD	2017	180,787	7%
	2016	20,152			2016	169,314	

Physical collection size

Aug	2017	1,443,626	-1%
	2016	1,462,917	

Expenditure on physical items

Aug	2017	407,378	6%	YTD	2017	3,256,762	3%
	2016	386,008			2016	3,152,235	

Total expenditure

Aug	2017	554,281	4%	YTD	2017	5,437,619	3%
	2016	531,747			2016	5,261,516	

Circulation

Total Checkouts

Aug	2017	1,294,617	-8%	YTD	2017	9,894,591	-8%
	2016	1,408,059			2016	10,794,723	

...physical items

Aug	2017	1,077,548	-8%	YTD	2017	8,225,901	-10%
	2016	1,168,723			2016	9,147,490	

...digital items

Aug	2017	217,069	-9%	YTD	2017	1,668,690	1%
	2016	239,336			2016	1,647,233	

Access to Technology

Total technology sessions

Aug	2017	122,431	-5%	YTD	2017	1,103,418	9%
	2016	128,925			2016	1,016,747	

...computer sessions

Aug	2017	70,965	-1%	YTD	2017	572,636	-4%
	2016	71,878			2016	594,326	

...chromebook sessions

Aug	2017	8,601	4%	YTD	2017	102,732	104%
	2016	8,264			2016	50,239	

...wireless sessions

Aug	2017	42,865	-12%	YTD	2017	428,050	15%
	2016	48,783			2016	372,182	

Website, Catalogue & Social Media Followers

Website sessions

Aug	2017	682,029	11%	YTD	2017	5,454,614	12%
	2016	611,798			2016	4,889,857	

Catalogue sessions

Aug	2017	424,883	-6%	YTD	2017	3,466,001	-3%
	2016	452,274			2016	3,579,190	

Social media followers

Aug	2017	36,397	15%
	2016	31,704	

Facebook, Twitter, Instagram & LinkedIn

Holds

Active holds

Aug	2017	225,464	12%
	2016	200,560	

Members with active holds

YTD	2017	43,692	10%
	2016	39,769	

Date

Year 2017

Month June

Monthly Community Library Results

June

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Alexander Calhoun	317	278	18,423	16,957	33,900	28,995	1,895	1,727	248	320	1,510	1,469	270	273	50	49	11	7
Bowness	148	125	7,429	7,100	13,506	11,557	1,225	1,214	257	103	479	508	93	94	17	26	17	18
Central	1,848	1,802	97,131	99,163	59,123	46,717	17,946	17,683	906	2,149	7,201	7,431	460	466	139	178	38	86
Country Hills	603	573	39,288	36,317	58,772	47,430	3,981	4,042	101	524	3,610	4,380	344	335	48	63	20	31
Crowfoot	806	696	48,134	44,049	105,000	85,244	5,165	4,143	502	578	6,045	6,597	663	702	83	81	14	4
Fish Creek	762	677	41,796	38,463	81,637	70,372	4,636	4,472	337	622	4,014	4,587	542	560	71	66	88	70
Forest Lawn	490	492	20,601	18,101	21,994	17,787	5,004	4,371	287	550	2,233	2,525	123	125	51	48	70	52
Judith Umbach	294	365	21,263	21,021	34,281	30,576	3,342	3,287	397	660	2,236	2,581	243	236	53	59	48	50
Louise Riley	295	301	28,843	25,897	42,794	37,069	3,008	2,868	474	782	1,967	2,514	391	395	53	48	46	36
Memorial Park	161	228	9,404	13,396	10,228	10,927	1,627			965	1,062	1,467	130	130	15	19	3	6
Nicholls Family	462	295	17,150	17,309	19,070	17,484	1,483	1,531	797	1,236	2,167	2,622	130	124	25	27	7	10
Nose Hill	342	395	20,000	32,221	51,474	49,617	2	3,214	487	665	768	2,967	426	405	5	39	28	62
Quarry Park	141	295	4,478	19,182	6,290	22,796	854	1,787	55	185	396	1,356	79	110	12	21	24	21
Saddletowne	683	583	42,132	43,693	32,562	24,408	6,841	6,650	915	2,150	3,162	3,727	120	117	64	51	39	7
Sage Hill		187		3,347		3,416						66		5		2		
Shawnessy	781	646	44,283	44,069	73,687	56,817	4,626	4,302	562	986	4,106	4,599	535	519	86	71	25	115
Signal Hill	498	482	37,026	35,852	73,869	62,409	3,253	3,160	217	376	2,200	2,450	516	536	58	63	57	70
Southwood	253	258	15,125	13,929	31,381	26,487	1,879	1,829	233	196	983	1,097	300	288	42	52	23	58
Village Square	555	552	36,317	42,656	30,437	26,347	5,199	3,905	654	2,378	2,535	3,100	180	158	66	67	32	51
	<b>9,439</b>	<b>9,230</b>	<b>548,823</b>	<b>572,722</b>	<b>780,005</b>	<b>676,455</b>	<b>71,966</b>	<b>70,185</b>	<b>7,429</b>	<b>15,491</b>	<b>46,674</b>	<b>56,043</b>	<b>5,545</b>	<b>5,578</b>	<b>938</b>	<b>1,030</b>	<b>590</b>	<b>754</b>

Date

Year 2017  
Month July

Monthly Community Library Results

July

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Alexander Calhoun	261	251	17,617	16,951	32,771	30,735	1,953	1,750	260	390	1,481	1,276	255	260	73	63	5	5
Bowness	160	144	7,784	7,559	13,414	12,239	1,314	1,298	161	83	468	462	84	89	24	30		
Central	1,880	1,962	85,221	92,127	57,483	46,927	17,564	16,765	1,214	2,001	7,312	6,249	421	441	165	172	24	49
Country Hills	591	551	40,910	39,147	64,745	55,653	3,814	3,890	107	424	3,835	3,700	365	376	70	69	7	1
Crowfoot	875	785	50,714	47,287	118,926	97,581	4,917	4,277	456	370	5,492	4,513	707	730	101	103	13	2
Fish Creek	706	741	44,006	40,935	87,942	78,133	4,323	4,246	326	577	3,879	3,488	547	542	81	79	13	13
Forest Lawn	400	381	20,299	16,000	23,250	19,813	4,614	4,213	280	409	2,105	1,964	116	123	52	54	29	27
Judith Umbach	306	301	21,140	19,246	35,546	31,662	3,156	3,010	334	565	2,252	2,146	242	225	55	49	8	8
Louise Riley	274	275	28,316	25,056	43,553	38,296	2,864	2,792	484	642	2,170	1,999	375	385	47	39	9	15
Memorial Park	189	236	9,357	12,409	10,330	10,633	1,515			1,027	1,228	1,427	131	124	2	27		1
Nicholls Family	455	342	16,192	16,772	20,722	17,520	1,310	1,405	802	1,135	2,003	2,112	121	129	24	28		8
Nose Hill	320	353	20,000	24,085	49,821	51,199	4	2,489	402	455	825	2,158	397	396	11	48	10	7
Quarry Park	653	297	21,690	23,527	24,977	26,152	1,205	1,714	78	233	877	1,287	94	123	1	45		3
Saddletowne	636	726	51,447	48,330	41,697	31,444	6,463	6,721	855	2,091	3,251	3,030	145	135	63	74	9	7
Sage Hill	1	164		5,253		7,314				123		173		9		27		3
Shawnessy	780	661	47,646	44,218	81,029	64,033	4,762	4,316	589	644	4,387	3,599	546	521	69	74	28	40
Signal Hill	618	479	39,080	38,518	82,192	69,639	3,021	2,950	179	292	2,135	2,053	531	509	60	63	7	4
Southwood	270	255	15,368	14,434	31,187	27,365	1,569	1,678	201	156	1,029	869	281	268	47	70	15	12
Village Square	489	486	33,661	39,070	33,867	30,495	4,940	3,469	692	1,690	2,511	2,121	183	157	37	59	11	44
	<b>9,864</b>	<b>9,390</b>	<b>570,448</b>	<b>570,924</b>	<b>853,452</b>	<b>746,833</b>	<b>69,308</b>	<b>66,983</b>	<b>7,420</b>	<b>13,307</b>	<b>47,240</b>	<b>44,626</b>	<b>5,541</b>	<b>5,542</b>	<b>982</b>	<b>1,173</b>	<b>188</b>	<b>249</b>

Date

Year 2017

Month August

Monthly Community Library Results

August

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Alexander Calhoun	348	315	17,714	17,484	33,427	32,532	1,978	1,839	183	316	1,509	1,266	278	264	63	67	11	5
Bowness	158	153	8,379	8,000	14,652	11,666	1,405	1,472	132	103	612	474	100	85	22	32	2	1
Central	2,045	1,922	90,536	89,719	59,883	52,683	18,129	17,850	1,439	2,277	7,760	6,320	453	488	163	183	40	54
Country Hills	739	611	40,394	36,987	64,813	55,918	4,148	3,879	168	396	3,752	3,402	354	383	55	63	10	1
Crowfoot	876	703	50,280	46,603	110,542	96,835	4,920	4,443	537	315	5,549	4,317	689	736	81	89	8	3
Fish Creek	883	696	44,429	41,453	89,520	81,901	4,364	4,543	271	438	4,009	3,020	606	575	67	71	12	10
Forest Lawn	425	438	19,494	16,000	24,107	20,183	4,967	4,744	317	414	2,127	1,885	138	136	61	40	32	13
Judith Umbach	325	312	22,566	19,500	37,287	32,275	3,386	3,299	413	495	2,454	2,043	254	247	48	58	11	6
Louise Riley	342	338	28,749	25,914	43,315	39,352	3,017	3,174	551	637	2,398	2,103	380	389	34	33	12	10
Memorial Park	248	260	9,625	13,728	11,322	12,454	1,603			1,119	1,240	1,403	152	135		44	1	5
Nicholls Family	420	310	16,078	16,137	20,366	17,745	1,409	1,356	791	1,301	1,966	1,891	133	143	27	21	9	13
Nose Hill	316	437	20,000	31,405	51,933	55,017		2,895	413	373	874	2,230	398	424	13	54	9	5
Quarry Park	577	326	23,977	22,134	25,313	26,249	1,506	1,804	104	218	1,170	1,243	99	128	14	49		1
Saddletowne	606	651	45,675	42,608	36,324	28,242	6,972	6,578	993	2,113	3,401	2,647	145	139	37	46	6	6
Sage Hill	6	200		5,276		8,177				209		235		15		23		
Shawnessy	861	787	46,289	44,456	76,194	65,309	4,704	4,473	515	745	4,310	3,415	573	557	74	81	36	31
Signal Hill	581	528	40,204	37,930	82,223	70,603	3,256	3,074	221	270	2,214	1,883	566	533	61	63		11
Southwood	259	252	15,778	15,226	32,191	29,035	1,757	1,823	162	184	1,036	861	293	289	48	51	6	2
Village Square	502	580	34,604	39,112	33,380	30,493	4,357	3,719	1,054	1,791	2,402	2,227	183	163	30	84	20	42
	<b>10,517</b>	<b>9,819</b>	<b>574,771</b>	<b>569,672</b>	<b>846,792</b>	<b>766,669</b>	<b>71,878</b>	<b>70,965</b>	<b>8,264</b>	<b>13,714</b>	<b>48,783</b>	<b>42,865</b>	<b>5,794</b>	<b>5,829</b>	<b>898</b>	<b>1,152</b>	<b>225</b>	<b>219</b>

Report of the  
**Calgary Public Library Board**  
**Audit and Finance Committee Meeting**  
Thursday, July 20, 2017

**In Attendance:**

**Board**

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

**Administration**

Ms. Ellen Humphrey, Deputy CEO  
Ms. Elrose Klause, Controller/Director, Financial Services  
Ms. Heather Robertson, Director, Service Delivery  
Ms. Sarah Meilleur, Director, Service Delivery  
Mr. Dave Tickner, Manager, Purchasing  
Ms. Felicia Cook, Financial Analyst

**Regrets:**

Mr. Avnish Mehta  
Ms. Shereen Samuels

**Guest:**

Mr. Fazal Ashraf, Leader, Risk Management and Insurance,  
The City of Calgary

**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 April 20, 2017 meeting were approved as presented.

**IV. Business Arising**

There was no business arising.

**V. Insurance Update**

The following points were highlighted during Mr. Ashraf's comprehensive presentation:

- Civic insurance is a pooled combination of purchased and self-insurance for City of Calgary business units plus boards and authorities, and provides lower premiums and deductibles. Purchased insurance is for property, auto, commercial liability, volunteer accident, crime, and Directors & Officers liability.
- The Committee asked how much of the annual insurance charge is for self-insurance. Mr. Ashraf followed up after the meeting with this breakdown:
  - 31% Purchased Insurance, 66% Self-Insurance, and 3% Administrative/Claims Handling.

- The Directors & Officers insurance has an aggregate claim total of \$5M in each year. The most common D&O claim is wrongful dismissal, followed by defense costs. There is no deductible. It covers Board Members even after they have left the Board if the claim is due to an action during the Board term. Litigation costs are paid promptly within a short time of occurrence. It was noted that the wording “insured person” includes employees and volunteers as well as Directors and Officers, and the Committee asked about the risk of an employee or volunteer triggering a D&O claim. Mr. Ashraf followed up after the meeting with this information:
  - In the last 30 years, the insurer has not seen a claim triggered by an employee or volunteer. Claims have always been triggered by a Director or Officer, which means the definition of an insured was broadened to include employees and volunteers simply as a “throw-in”, with no apparent consequence or risk.
- The Committee considered the coverage and premiums, and declared that they are satisfied with the \$5M coverage in the existing policy, an amount recommended by the Institute of Corporate Directors. The coverage allocated to volunteers is deemed to be sufficient, due to cost and likelihood factors.
- Mr. Ashraf explained Cyber Liability risks and coverage. The Library’s Cyber Liability is covered under the pooled civic insurance program because the Library maintains one server in the City’s IT infrastructure.
- Mr. Ashraf followed up after the meeting with this clarification on the Cyber Liability exclusion “Losses arising from unauthorized collection and use of personal information”:
  - The policy further explains this exclusion as “The failure to obtain explicit consent from any private individual before collecting, storing or sharing any of their private information, including but not limited to internet search history and internet browsing habits.” The FOIP Act provides guidelines on the collection and use of information as well in Part 2, Divisions 1 & 2. Mr. Ashraf also referred the Committee to the Canadian Anti-Spam Legislation (Requirements & Prohibitions section), which outlines when the collection of information is unauthorized.
- Mr. Ashraf outlined the claims number and payment breakdown, with a 5-year comparison. Anomalies like the 2013 flood and the 2012 hailstorm are recorded separately. Due to the nature of the civic insurance, the losses of the few are shared among the many, resulting in more manageable premium increases.
- Mr. Ashraf concluded by saying that the Library has absolutely no gaps in insurance coverage from an operational perspective and, compared to its peers, it may even be over-insured in some areas.

The Committee thanked Mr. Ashraf, and he and Mr. Tickner left the meeting at 6:15 pm.

MOVED by Mr. Macaulay, that the Audit & Finance Committee receive this report for information.  
Carried Unanimously

Action Item	Person Responsible	Timeline
None		

**VI. June 2017 Quarterly Risk Update**  
- Ms. Elrose Klause, Controller

The Risk Matrix now has some new area sub-headings, including service innovation, collection, and items relating to the NCL transition.

1.Relevance

The Committee discussed the definition and measurement of service innovation. Ms. Robertson said that some trial activities do not work out as intended and are modified or discontinued, but nevertheless have an impact on staff learning. Innovation is difficult to measure, as it may happen at multiple stages in any project, all projects' factors are not consistently comparable, and the number of projects at a given time varies depending on workflow. Most projects incorporate both more and less successful steps, which all contribute to the Library's transformation of services. There is a struggle to overcome fear of failure in order to push projects forward, and measuring innovation may involve setting targets for a number of failures. It is important to find a measurement that is meaningful for the Board.

The Committee suggested the word "learnings" be used instead of "failures", and would like to see a quarterly and annual tracking. Ms. Angus said that choosing an arbitrary number weakens the validity of the metric; and research could be done on best measurement practices at innovative or comparable organizations. The concept of failure as a process in learning to find success must involve a shift in organizational thinking and strong leadership. As it stands now, the metric may create unintended negative consequences when the percentage of failures is viewed outside the context of the amount of actively pursued innovation, and it is currently not enough to be useful or to encourage innovation. Mr. Macaulay suggested the metric reflect the number of new innovations attempted with the number that did not work out shown in brackets.

2.Finance

Ms. Klause reported that all Quarter 2 items are in the green, low risk level.

3.Operations

Ms. Meilleur reported on facility issues in the last quarter, which related to working with partners in joint facilities, and to maintenance work. Ms. Robertson reported that the collection turnover rate is 8.7, indicating a very well-used collection.

4.New Central Library

Ms. Meilleur reported that the operational readiness risk area includes a comprehensive and evolving plan of move-in tasks. The metric is a percentage of the tasks that overdue at a point in time. The plan is monitored on a monthly basis, with reports to the Operational Readiness Committee, which includes CMLC and The City. The sophisticated Smart Sheet software program is used to track and share progress as steps are taken in the readiness, selection, and procurement process.

Ms. Robertson said that 83 activities have been identified and are being piloted as potential service innovations to ensure that service delivery inside the building matches its innovative exterior.

5. Security

A new incident reporting system has been launched, and there may be some under-reporting until staff become more familiar with the system. Statistics at the Nicholls Family Library can now be compared to a previous year. Incidents have been lowered at Memorial Park Library with the replacement of desktop computers with Chromebooks, and other re-animation projects. Good weather has the positive effect of reducing the number of incidents. Ms. Meilleur showed several slides with a breakdown of incident frequency by weekday, hour, category and class. This information helps the Library address security issues with appropriate deployment of guards and staff.

MOVED by Ms. Hutchinson, that the Audit & Finance Committee of the Calgary Public Library Board receive the June 2017 Quarterly Risk Update for discussion and information.

Carried Unanimously

Action Item	Person Responsible	Timeline
None		

**VII. Controller's Report for the period ended June 30, 2017**

Ms. Klause reported that there is a small deficit at the end of June, a gap which will soon be closed by managing vacancies or finding other savings. The Committee commented that the deficit is no cause for concern, especially at this point in the year.

The Committee expressed its discomfort with the term “gapping target”. It is understandable that vacancies occur during the hiring process, but this term may have unintended negative connotations. The Committee suggested the term “gapping estimate” instead, which better describes the Library’s careful and responsible budget forecasts.

MOVED by Ms. Angus, that the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board’s financial statements for the period ended June 30, 2017.

Carried Unanimously

Action Item	Person Responsible	Timeline
Replace the term “gapping target” with “gapping estimate” in financial reports	Administration	Ongoing

**VIII. Review of External Auditor Appointment**

Ms. Klause reported that The City of Calgary has appointed Deloitte for another year’s audit engagement.

MOVED by Mr. Macaulay, that the Audit & Finance Committee recommend that the Calgary Public Library Board approve that Deloitte be appointed as the Library’s auditor for the 2017 fiscal year.

Carried Unanimously

Action Item	Person Responsible	Timeline
Recommend that the Board appoint Deloitte as the Library's auditor for the 2017 fiscal year.	Ms. Giles	September Board Meeting

**IX. City of Calgary Audit Committee Preparation**

Ms. Klause commented on the final City Audit Committee report package, which includes input from the Committee.

**X. Other Business**

**A. Review of Risk Policy**

The Committee approved the proposed changes to the Risk Policy

MOVED by Ms. Angus, that the Audit & Finance Committee recommend that the Calgary Public Library Board approve the changes to the Risk Policy as outlined in the report to the July 20, 2017 Audit & Finance Committee.

Carried Unanimously

Action Item	Person Responsible	Timeline
Inform Governance Committee Chair of proposed policy change	Ms. Giles	Before September Board meeting
Recommend that the Board approve revised Risk Policy	Ms. Giles	September Board meeting

**B. Discussion of NCL Budget**

The Committee discussed the estimated incremental costs to operate the new building. With a projected opening date of November 1, 2018, there will be 2 months of operating costs in 2018. Administration has considered many factors in estimating the NCL annual operating costs over the current Central Library costs. A substantial increase in staff will not be needed and there will be lower energy consumption despite the larger building. Other factors are additional security, cleaning, maintenance, collections, programming, and technology costs. The Library is committed to working within the budget. The Committee recommended that Library Administration keep an updated estimate of the incremental operating costs at hand to respond to any questions.

**XI. Adjournment**

The meeting adjourned at 7:10 pm.



**Recommendations proceeding from the  
Audit and Finance Committee meeting of July 20, 2017**

1. That the Calgary Public Library Board approve that Deloitte be appointed as the Library's auditor for the 2017 fiscal year.
2. That the Calgary Public Library Board approve the changes to the Risk Policy as outlined in the report to the July 20, 2017 Audit & Finance Committee.

**PROPOSED CHANGE**

The Chair's suggested change is:

The Board shall make every prudent and reasonable effort to safeguard the Library's reputation, assets, operations, staff, volunteers, and patrons against risk. To the best of its ability, the Board will ensure risks are identified and managed to a level which **permits the achievement of the Library's strategy within** the Board's tolerance for risk.



**Minutes**  
**Governance Committee Meeting**  
Calgary Public Library Board  
Central Library  
2<sup>nd</sup> Floor Boardroom  
**Tuesday, September 12, 2017**  
7:45 am

**In Attendance:**

**Board**

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

**Administration**

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

**I. Treaty 7 Opening**

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

**II. Review of Agenda**

MOVED by Ms. Giles, that the Agenda be approved as presented.

Carried Unanimously

**III. Approval of Minutes**

MOVED by Ms. Hutchinson, that the minutes of the June 13, 2017 Governance Committee meeting be approved as written.

Carried Unanimously

**IV. Business Arising from Minutes**

There was no business arising.

Mr. Durnford joined the meeting at 7:56, during the discussion of the next item.

**V. Board Recruitment Update**

Ms. Samuels reported on the Board recruitment process, which is nearing conclusion, with the choice of candidates and alternates to be decided soon. Ms. Samuels and others on the recruitment committee are extremely pleased with the efforts of the recruitment firm.

The Committee discussed the factors affecting Council's requirement for a slate of candidates in years when the Board has eligible reappointments and no resignations, of which the costs are borne by the Library.

Mr. Durnford said it would be valuable to maintain engagement with candidates who are not appointed, such as through the Foundation's Council of Champions.

Action Item	Person Responsible	Timeline
Governance Committee to present slate of candidates for Board approval at September Board meeting.	Ms. Samuels	September 27 Board meeting

#### **VI. Draft Addition to Board Bylaw – Remote Attendance**

The Committee considered the current Guideline on Board Member Absences, which is part of the Board Handbook, and the proposed Bylaw on Remote Attendance. They decided on the following actions:

1. Amend the Guideline on Board Member Absences to add a provision in the preamble, add a provision in the guideline, and remove the line exempting City Councillors from the Guideline.
2. Bring forward the amended Guideline and the draft Bylaw on Remote Attendance to the Board for approval.

MOVED by Ms. Hutchinson, that the Governance Committee recommend that the Calgary Public Library Board approve the Bylaw on Remote Attendance, and the Guideline on Board Member Absences with the amendments made by the Governance Committee on September 12, 2017.

Carried Unanimously

Action Item	Person Responsible	Timeline
Bring forward the amended Guideline on Board Member Absences and the draft Bylaw on Remote Attendance to the Board for approval	Ms. Samuels	September 27 Board meeting

#### **VII. Committee Workplan – as of September 7, 2017**

The Committee amended their 2017 Workplan by moving the 2017 Survey of Board Members to be done by email in November 2017. The Board Chair will conduct exit interview(s) in November after the new Board appointments. The Committee also added an item under the 2018 Workplan: to continue to clarify the Board recruitment process.

Action Item	Person Responsible	Timeline
Update 2017 Committee Workplan with September 7 amendments, and add to Combined Workplan	Administration	October 17 Governance meeting

#### **VIII. Other Business**

The Committee decided to leave the October 17 meeting date as a placeholder in case it is needed.

#### **IX. Adjournment**

MOVED by Mr. Durnford, that the meeting be adjourned at 8:32 am.

Calgary Public Library Board  
**MOTION**  
**To Amend Board Governance Bylaw**  
September 27, 2017

That the Calgary Public Library Board approve:

- A. The addition to the Board Governance Bylaw of section 4.4 (b) on the topic of Remote Attendance,
- B. The amendments to the Guidelines on Board Member Absences in the Board Handbook made by the Governance committee on September 12, 2017.



***Amendment to Board Governance Bylaw to record addition of Bylaw on Remote Attendance, September 27, 2017:***

**4.4 ATTENDANCE**

- (a) A Board Member may participate in a meeting of the Board or of a Committee of the Board in any of the following fashions:
  - (i) by physical attendance at the location of the Board meeting;
  - (ii) by remote attendance as outlined in subsection 4.4 (b)

- (b) While physical attendance at meetings of the Board and Committees is the most desirable, on occasion, a member may be deemed “present” at a meeting and contribute to its quorum through electronic communication means from a remote location with listening, speaking, and voting capabilities.

The Library will ensure that the appropriate technology is available at the meeting to assist in remote attendance.

The member wishing to attend remotely shall advise the Chair before the start of the meeting.

All other provisions of the Governance Bylaw apply.

- (b) The Board Chair (or Vice-Chair or temporary chair, as applicable) must be physically present at each meeting of the Board.

*From the Board Orientation Handbook*

**Guideline on Board Member Absences**  
**(Amended at September 12, 2017 Governance Committee Meeting)**

Calgary Public Library Board members are expected to be fully present and actively engaged in the roles to which they have committed. In the case where they are or will be temporarily unable to meet their commitments, they shall advise the Board Chair, giving as much notice as possible. Individually and collectively, Board members will hold themselves accountable for the commitments they have made, and the Board Chair will address instances of unmet commitments and expectations.

Regular attendance at Board meetings by all Board members is critical, not only to ensure good governance, but also to ensure full engagement in the work of the Library.

The Board's Bylaw on Remote Attendance is not intended to permit members to reduce their engagement in and commitment to Board activities.

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**Guideline:**

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

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

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

A Board member will not remotely attend more than half of scheduled Board meetings, or more than half of scheduled Board Committee meetings of which they are a member, in any year of their appointment.

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

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The intent of this guideline is to encourage self-monitoring and full engagement.

Report to the  
Calgary Public Library Board  
**Strategy and Community Meeting**  
**September 7, 2017**

**In Attendance:**

**Board**

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

**Administration**

Mr. Bill Ptacek, CEO  
Ms. Ellen Humphrey, Deputy CEO  
Mr. Mark Asberg, Director, Service Delivery  
Mr. Paul Lane, Director, Corporate Services  
Ms. Sarah Meilleur, Director, Service Delivery  
Ms. Heather Robertson, Director, Service Design

**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. Thomson for hosting the meeting at the beautifully renovated Nose Hill Library.

**II. Approval of Agenda**

The agenda was approved as presented.

**III. Approval of Minutes**

MOVED by Ms. Angus, that the minutes of the June 6, 2017 Strategy & Community Committee meeting be approved as distributed.

Ms. Gray thanked Ms. Hutchinson and Ms. Roberts for their work on the Urgent Motion on the Board's endorsement of the CFLA-FCAB Truth and Reconciliation Committee Report.

Carried Unanimously

**IV. Business Arising and Review of Action Items**

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

**V. Update on Strategic Scorecard: Q2 2017**  
- Mr. Paul Lane, Director, Corporate Services

Mr. Lane reported on the following items:

Member perception results are low. The results in this category are highly dependent on the methodology that is used. These results were collected using the website. The respondents are self-selected and naturally tend toward the negative. The comments and results were shared with the relevant departments. A lack of seating and lack of available materials were consistent comments. The Committee spent some time discussing the adequacy of the Collections allocation in the Library budget. Mr. Ptacek noted that just allocating more money is not the solution and finding the balance between digital collections, space and in-library browseability is the challenge.

With 6 quarters remaining, the Library space and circulation targets will not be met by the end of 2018. Item F2 is only just barely in the red category and the Library is increasingly able to retain members. Library space is a strong driver for many of the measures.

Attendance at literacy programs has decreased and those numbers will be examined more closely.

Administration is finding these measures to be very useful in maintaining relevance and connection with the community.

Mr. Ptacek noted that most of the low-hanging fruit has been gathered and that much hard work lies ahead.

	Action items arising	Person Responsible	Deadline
1	None		

MOVED by Mr. Durnford that the Strategy and Community Committee recommend that the Calgary Public Library Board receive the report, *Update on Strategic Scorecard: Q2 2017*, for information.

**VI. Discussion of Agendas, Work Plan and Timing**  
- Ms. Janet Hutchinson

Ms. Hutchinson underlined that S&C meetings are an excellent opportunity for Board members to ask questions and engage in discussion related to reports and presentations delivered by staff. All agreed that the education provided by these reports on spotlight agenda items is important for Board members, and particularly so when they are answering questions from community members. There was agreement that agendas should be structured in ways that leaves sufficient time for these kinds of conversations and that the meeting organizers work hard to make that happen.

## VII. Strategy and Community Committee Role in Strategic Planning

In light of the fact that this Committee is relatively new, Ms. Gray asked the Committee to consider for the October meeting the mandate and suggested 2018 workplan that was distributed at the meeting.

	Action items arising	Person Responsible	Deadline
1	Suggestions for the 2018 Workplan	Committee Members	October Committee Meeting

## VIII. Staff Engagement and Evolving Library Culture

- Mr. Mark Asberg, Director, Service Delivery

A. June 6, 2017 Report

B. September 7, 2017 Report

Mr. Asberg noted that it would be false to say that the entire Library culture is shifting at one time and provided some details of the concentrated rollout of training that will be provided in Accelerator Week. Content has been determined by a staff survey asking them what they'd like to learn. Administration feels that the approach has been thoughtful and consistent and that engagement is leading to more positive attitudes.

	Action items arising	Person Responsible	Deadline
1	None		

MOVED by Ms. Angus that the Strategy and Community Committee recommend that the Calgary Public Library Board receive these reports, *Staff Engagement and Evolving Library Culture, June 6, 2017 and September 7, 2017*, for information.

## IX. Advocacy Monitoring

- Ms. Catherine Angus

A. Council Candidates and Advocacy

Advocacy roundtables at Board meetings are working well. The Committee agreed that a new look at the Advocacy Plan should be scheduled for the Committee meeting in October.

The Committee also discussed the Civic Election page on the Library website. Ms. Robertson explained that school trustee candidates had not been included because of the large number of

candidates (163) and the difficulty arising from that in ensuring that all candidates are included and a level playing field created. This was a pilot year for the Civic Election page and so they may be able to be included in the future.

	<b>Action items arising</b>	<b>Person Responsible</b>	<b>Deadline</b>
1	None		

**X. ALTA Update**

– *Ms. Judy Gray, Committee Chair and Board Representative to ALTA*

ALTA will hold a meeting on September 21<sup>st</sup>. Ms. Gray will submit a written report at the Board meeting to be held on September 27<sup>th</sup>. The ALTA meeting will include a trustee symposium between ALTA and PLSB. She additionally reported that there is a new diversity banner on the ALTA website.

**XI. Other Business**

A. Date of next meeting

Urban Libraries Council will be holding their annual forum from October 11<sup>th</sup> to 13<sup>th</sup> necessitating a change to the Strategy and Community Meeting schedule. The forum’s topic this year will be libraries and democracies and Ms. Hutchinson feels it important that the Calgary Public Library have a presence there. Administration will circulate a poll to establish a new meeting time.

The Committee briefly discussed the Library Board’s role in upcoming changes to the Foundation in light of Mr. McIntyre Royston’s resignation. Ms. Hutchinson stated that she and Mr. Mehta had discussed alignment with the Library’s strategic plan with the Chair of the Foundation Board’s governance committee, but that the Foundation Board, as a separate entity from the Library, must make an independent decision on this matter.

	<b>Action items arising</b>	<b>Person Responsible</b>	<b>Deadline</b>
1	Poll Committee members to set new meeting date in October	Admin	September 15

**XII. Adjournment**

MOVED by Mr. Macaulay that the meeting be adjourned at 6:55 pm.

Carried Unanimously

Report to the  
Calgary Public Library Board  
**NCL Liaison Committee Meeting**  
**September 21, 2017**

**NCL Incidents**

No reportable incidents occurred since the last Steering Committee meeting in June. CMLC has engaged Minions Consulting Inc. to complete a health and safety spot check at CMLC. No material risks were identified during the last spot check.

**LRT Encapsulation**

Total fan replacement still needs to be completed and will not be a delay to the project.

**Building Design**

All parties are working well together to understand and trouble shoot any changes being made to current design, especially any changes that trigger a Change Order and have an impact on the budget. An example is the repositioning of the Performance Hall (the Theatre) A/V system from its current location to the ceiling, which will allow for additional seating to be achieved.

Two other noteworthy changes are:

- 1) Children's Play Area Design. All parties are working together to ensure the outcomes are met and the budget followed. The Change Order has been approved.
- 2) Redesigning the shelves in the Great Reading Room. Snohetta/Dialog proposed changes to the shelves and a Change Order was tabled at the Steering Committee meeting on September 20<sup>th</sup>, 2017 for further discussion.

**Building Construction**

There has been significant progress made on the building and the building is 'closed in'. The installation of the wood soffit is coming along well. The south crane was removed from the site and the north crane will be removed shortly. The focus of the construction is now also 100% internal.

**Schedule:**

CLMC confirmed that hand over of the NCL to the Calgary Public Library will take place by October 1, 2018, provided that no changes to the building design are made after September 30<sup>th</sup>, 2017.

**FF&E (Fixtures, Furniture & Equipment):**

There have been strong responses to the RFQ and RFPs for different aspects of the FF&E. Currently a major focus for the library team is choosing the furniture that will be in the NCL. Currently it is being described as similar to Fish Creek and Nose Hill, but with the additional consideration needs of the volume of patrons that will frequent the NCL.

**Risk at this Stage:**

The key risks (high and medium classification) at this stage are as follows:

- Schedule
- Potential for major incident on site
- Focus on construction acceleration may compromise quality in favour of speed
- Calgary Public Library request changes may impact scope and schedule, especially after the September 30<sup>th</sup>, 2017 date.
- Public opinion on the NCL at opening

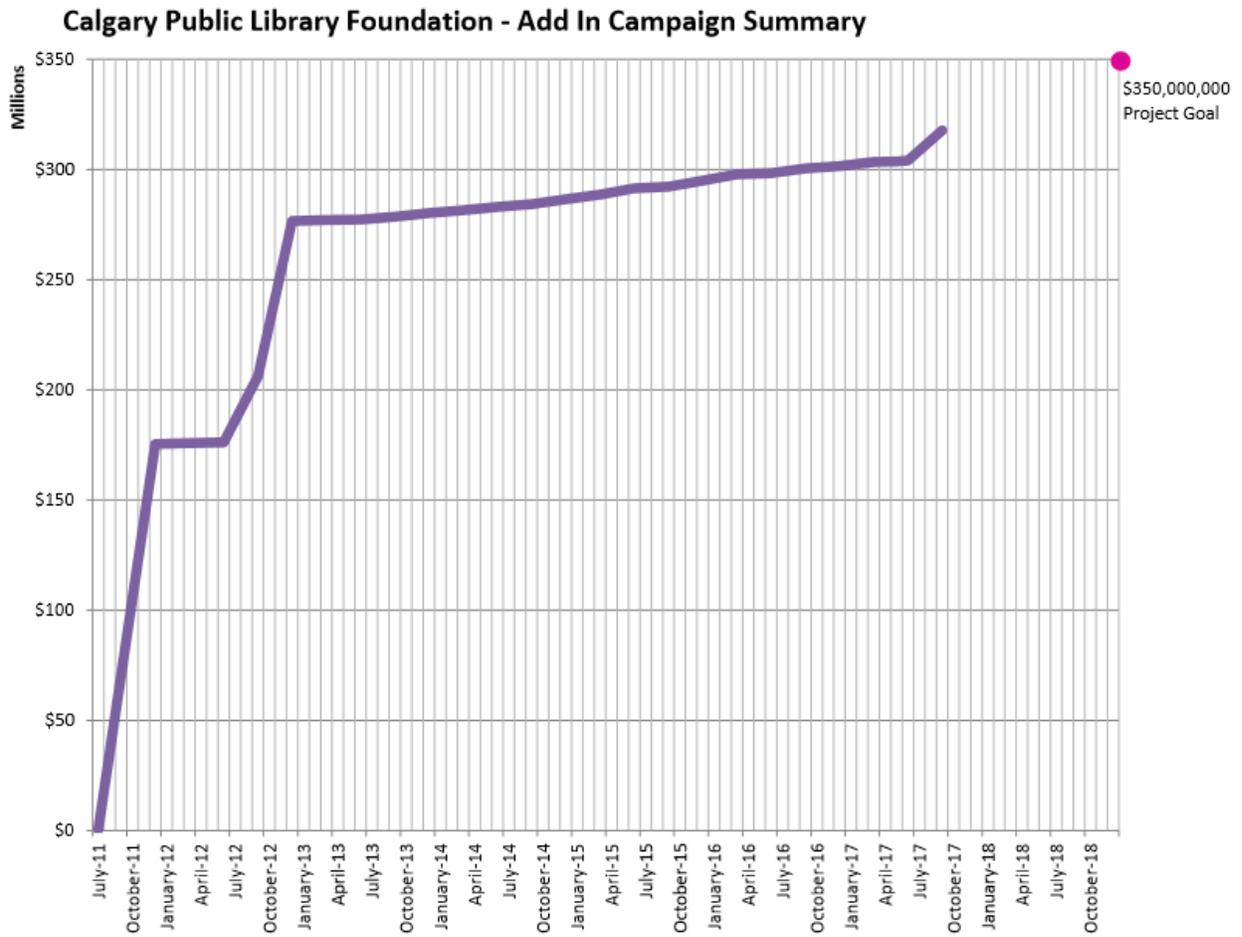
It is important to note that the risks are being mitigated through various actions of the partners and have been noted since construction began.

**Additional notes:**

CMLC, the City of Calgary, the Calgary Public Library and the CPL Foundation are meeting to better understand how the four organizations are going to support each other moving forward. It is clear that CMLC needs to better understand how the Foundation operations and what the strategic long term plan is.

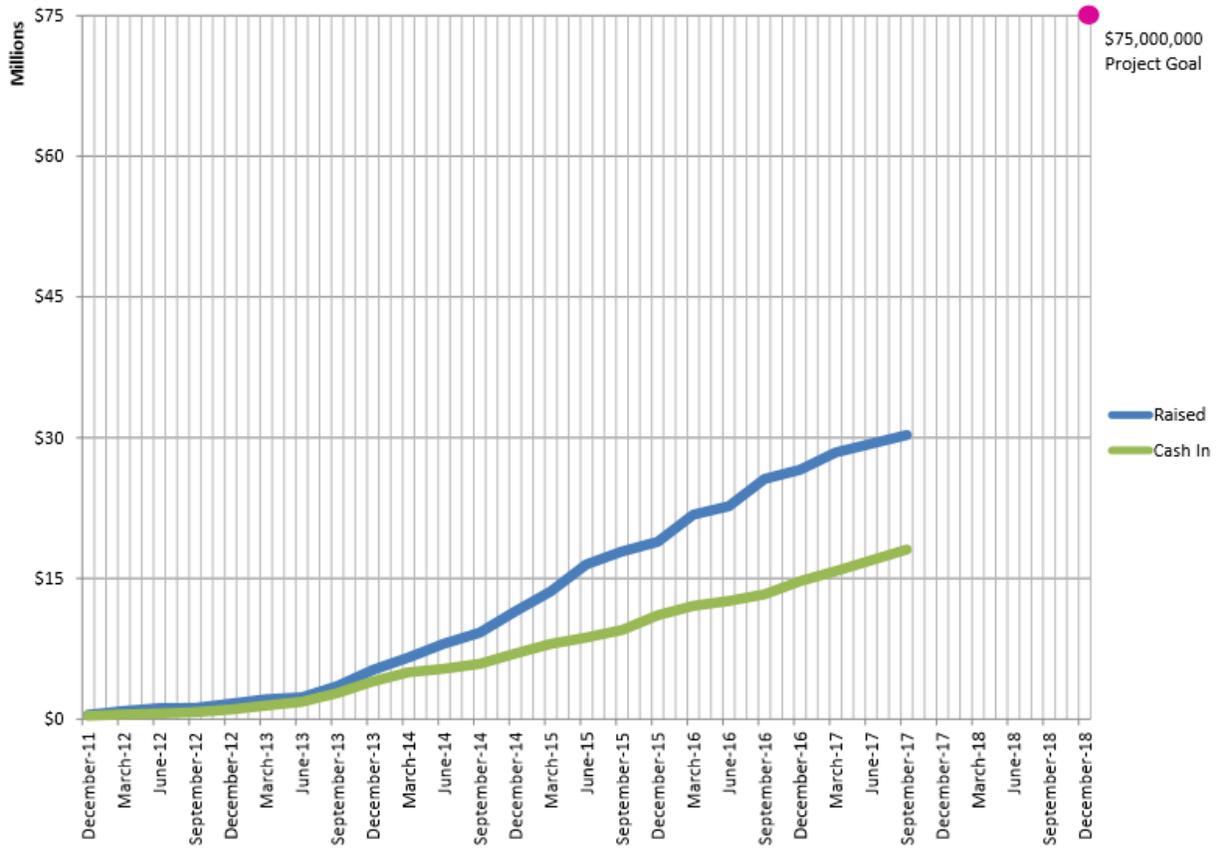
Craig Dykers from Snohetta was in Calgary as is very happy with the construction of the NCL thus far.

Avnish Mehta  
NCL Liaison



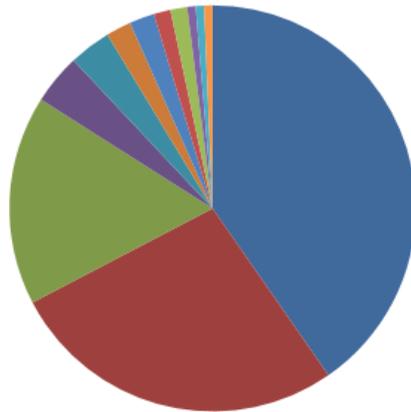
Created on: September 15 2017

### Calgary Public Library Foundation - Add In Campaign Summary: Private Sector



Created on: September 15 2017

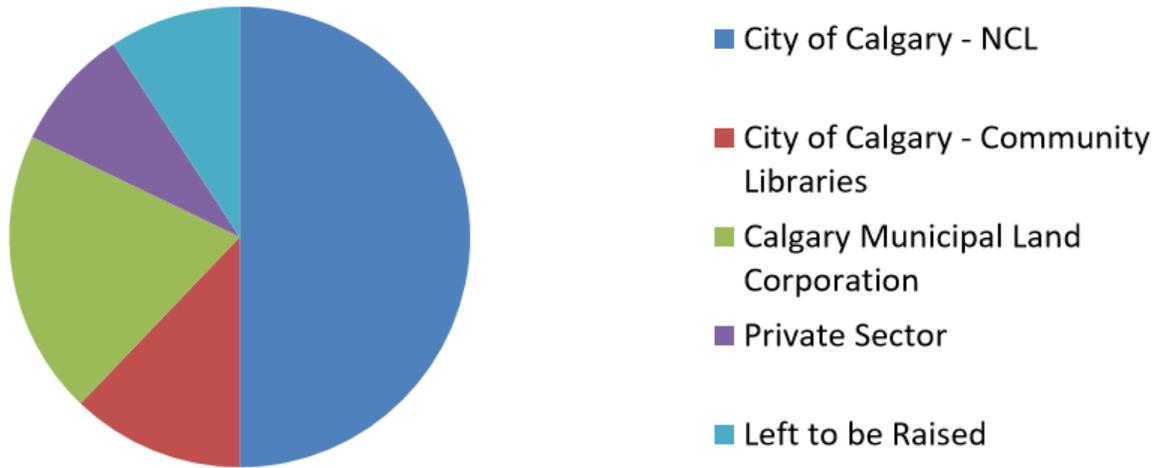
### \$75,000,000 Breakdown



- Raised to Date
- Individual Major Gifts
- Add't City Support
- Corporate Major Gifts
- Windows of Opportunity
- Impact Giving
- Legacy
- Grants
- Opening Gala 2018
- Bob Edwards 2017
- Leadership Giving

Raised to Date	\$	30,250,000
Individual Major Gifts	\$	20,250,000
Add't City Support	\$	12,500,000
Corporate Major Gifts	\$	3,000,000
Windows of Opportunity	\$	2,500,000
Impact Giving	\$	1,500,000
Legacy	\$	1,500,000
Grants	\$	1,000,000
Opening Gala 2018	\$	1,000,000
Bob Edwards 2017	\$	500,000
Leadership Giving	\$	500,000
Special Programs	\$	500,000
	\$	75,000,000

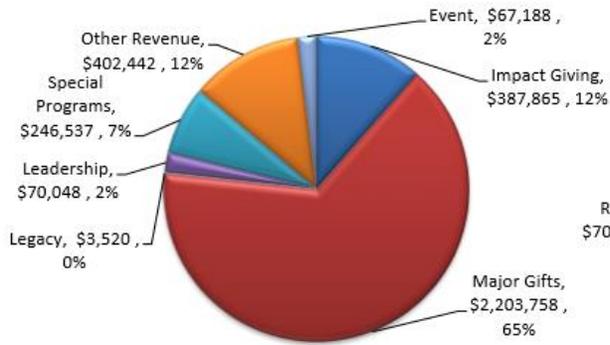
### \$350,000,000 Add In Campaign Breakdown



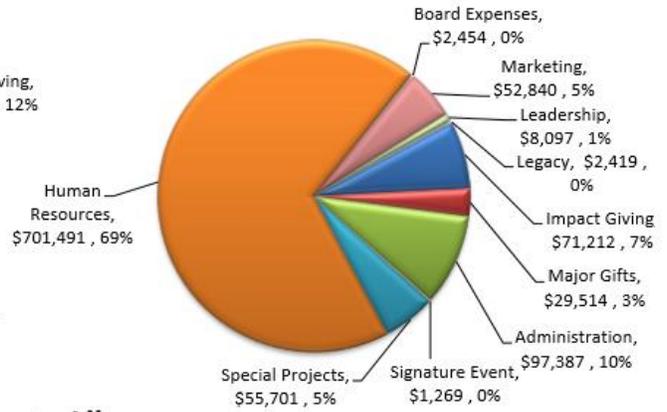
City of Calgary - NCL	\$	175,000,000
City of Calgary - Community Libraries	\$	42,500,000
Calgary Municipal Land Corporation	\$	70,000,000
Private Sector	\$	30,246,000
Left to be Raised	\$	32,254,000
	\$	350,000,000

Calgary Public Library Foundation  
Operating Statement August 31 2017

**Revenue**  
**\$3,381,358**



**Expenses**  
**\$1,022,385**



**Donations to Library**  
**\$2,153,958**

