



CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, April 25, 2018  
2<sup>nd</sup> Floor Boardroom, Central Library







## Board Meeting

5:30 pm, Wednesday, April 25, 2018  
2<sup>nd</sup> Floor Boardroom, Central Library

<b>I.</b>	<b>Treaty 7 Opening and Chair's Opening Remarks</b>	...2
<b>II.</b>	<b>Review of Agenda and Appointment of Meeting Evaluator</b>	...4
<b>III.</b>	<b>Consent Agenda <u>(5 minutes)</u></b>	
	A. Minutes of the March 28, 2018 Board Meeting	...8
	B. Chair's Report	...16
<b>IV.</b>	<b>Business Arising <u>(5 minutes)</u></b>	
	A. Person Wishing to Address the Board	
	B. Business Arising from the Minutes	
	C. Advocacy Updates, including ALTA Report	...verbal
<b>V.</b>	<b>Chief Executive Officer's Report <u>(15 minutes)</u></b>	...18
	<i>Mr. Bill Ptacek, CEO</i>	<i>Information</i>
	A. New Central Library Public Art	...verbal
	<i>Ms. Sarah Meilleur, Director, Service Delivery, City Centre Community Libraries and New Central Library</i>	<i>Information</i>
<b>VI.</b>	<b>Presentation: Audience Research and Membership Growth <u>(25 minutes)</u></b>	
	<i>Northweather</i>	
<b>VII.</b>	<b>Strategy &amp; Community Committee (20 minutes)</b>	
	A. Report of the April 3, 2018 Meeting <i>(based on draft unapproved minutes)</i>	...28
	<i>Mr. Rob Macaulay, Committee Chair</i>	<i>Information</i>
	B. Highlights from Indigenous Library Services Report	...32
	<i>Ms. Teneya Gwin, Design Lead</i>	<i>Information</i>

**VIII. Audit & Finance Committee (20 minutes)**

- A. Report of the April 18, 2018 Meeting  
*Ms. Debra Giles, Committee Chair* ...verbal  
*Information*
- B. March 2018 Quarterly Risk Update ...38  
*Information*
- C. Controller's Report for the Month ending March 31, 2018  
Quarterly Financial Review ...46  
*Information*

**IX. Governance Committee (20 minutes)**

- A. Report of the April 11, 2018 Meeting  
*(based on draft unapproved minutes)* ...54  
*Ms. Shereen Samuels, Committee Chair* *Information*
- B. Resignation and Reappointments verbal  
*Ms. Janet Hutchinson, Board Chair* *Official Record of Decision*
- C. Reappointment Standards ...60  
*Ms. Shereen Samuels* *Information*

**X. New Central Library Liaison (5 minutes)**

- A. Update on New Central Library Project ...verbal  
*Ms. Debra Giles* *Discussion*

**XI. Calgary Public Library Foundation Update (20 minutes)**

- Mr. Avnish Mehta, CPL Board Representative* ...62  
*Information*
- A. Report of April 17, 2018 Foundation Board Meeting ...verbal  
*Information*
- B. Strategic Plan Discussion and Joint Retreat

**XII. Other Business**

- A. Meeting Evaluation Report

**XIII. Adjournment**

## **Treaty 7**

### **Meeting Opening**

We are gathered here today at a place called Moh'kinsstis, a Blackfoot word that means elbow. The word describes the landscape of what is now known as Calgary, an area where the Elbow River meets the Bow River.

It is in the spirit of respect and truth that we honour and acknowledge Moh'kinsstis, and recognize the traditional territories and oral practices of the Blackfoot people, the Nakota people of the Stoney Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region Three. This Library is one of 20 libraries across our city built on this traditional land. Finally, we acknowledge all people who make their homes in the Treaty 7 territory of Southern Alberta.



### 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
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Report to the  
Calgary Public Library Board  
April 25, 2018  
**Chair's Report**

Mar 28	Library Board Meeting
Apr 03	Strategy & Community Committee meeting
Apr 06	Open forum: The role of Indigenous Services at Alberta's public Libraries
Apr 10	Board Agenda meeting with Shereen, Bill and Heather
Apr 12 - 13	ULC Meeting, Washington DC
Apr 17	Mid-term meeting with Deb Foundation Board Meeting
Apr 18	The Mayor's Lunch for Arts Champions, with Shereen, Bill and Mary Audit & Finance Committee meeting

Throughout April:

- Communications regarding Board Recruitment and Organizational Meeting process
- Preparation and follow-up to meetings
- Phone calls and meetings with Board and Library staff on various matters, such as patron concerns

Janet Hutchinson  
Board Chair



Report to the  
Calgary Public Library Board  
April 25, 2018  
**Chief Executive Officer's Report for March 2018**

## **GOVERNMENT RELATIONS**

Last month, we learned that the Provincial funding for Public Libraries will remain stable in the 2018 Budget. Diana Davidson, Director of Public Library Services Branch, let us know that Calgary will again receive \$6,855,199 from the Province. What makes this notable is that other parts of the Provincial Budget had significant reductions. The Municipal Sustainability Initiative grant to Calgary was significantly reduced by \$90 million for the next two years. This could impact Calgary's ability to undertake capital projects in the next few years. In other Provincial developments, the first phase of the City Charters revision for Calgary and Edmonton has been concluded. So far, there is nothing that would relate to libraries either administratively (size of Boards) or in land use and taxation related to libraries. Most of the first phase has to do with traffic, transit and planning. The second phase is due to start immediately and it will focus on the "fiscal framework to ensure each city's economic future."

We were hopeful that, at this year's Mayor's Lunch for Arts Champions, that there would be an announcement of an emerging artist who would be installed as one of the Artists in Residence at the New Central Library. However, all of the funding arrangements have not been finalized and the Calgary Arts Development Authority is aiming to have that in place for next year's event. In other art related news, CMLC revealed the public art and the artist for the New Central Library at a Placemakers event on April 12. Christian Moeller, the selected artist, captivated the audience. He gave a great defense of public art in which he invoked drawings in the prehistoric caves in France. He also chronicled his evolution as an artist, leading to the unveiling of "Trio" and "Fish", which will be installed in August. Sarah Meilleur will report on all of the art at New Central Library at the next Board Meeting.

Also on the night of April 12, Library staff had a follow-up meeting with the Board of the Hounsfield Heights/Briar Hill Community Association. They were seeking approval of the plan to relocate the Library's Firetruck (Engine 23) in a temporary structure connected to the Louise Riley Library. At the meeting, the Association withheld their approval pending clarification about plans for their expansion and more parking. That clarification came the next day when Councillor Farrell convened a meeting of the Association's Board and representatives of several City Departments. The City revealed that the site was likely to be redeveloped to include a new library, affordable housing, and possibly new facilities for the Association, all pending City Council's decisions in November about the next four-year capital budget. At the end of that meeting, the Association members asked the City representatives to help with the parking expansion so that the Firetruck could be relocated by the end of the year. Also at that meeting, we again heard that \$12 million was being requested for a new library and that \$12 million was being requested for affordable housing on that site.

## OPERATIONS

In a celebration on March 24, the Alexander Calhoun Library was renamed the Giuffre Family Library, in honor of a transformational \$1.5 million donation from a local family. The Giuffre Family has lived in the community for more than 60 years and developed deep roots there, leading to the selection of this location to recognize them. The Giuffre's investment will support free access to collections, programming, and services across the city. With this gift, the Calgary Public Library Foundation has surpassed \$324 million of its \$350 million goal for *Add In*—the Campaign for Calgary's Library.



Later this summer, the Library will unveil a new honourific naming for our first chief librarian and Director of the Library for 34 years. Following some improvements at Memorial Park Library, the largest program space on the main floor will be named the Alexander Calhoun Salon. This brings Calhoun's name to the location where he did most of his work and allows the Library to remember and celebrate his legacy regularly through programming.

Funding has been secured from ATB Financial to expand the Reading with Royalty program. As a result, a more formal partnership agreement with Calgary Pride and Fairy Tales Presentation Society is in development. With funding, we hope to double the number of programs being offered and explore opportunities to hold the program in community locations.



The second pilot of Reading with Royalty ran at Village Square Library, with an impressive 60 participants, given the snowstorm and weather advisory that impacted Calgary that weekend.

The cold and snowy weather has not stopped MRU Capstone Students from hosting Outdoor Play practices, such as "risky play", at the Forest Lawn Library as part of their final projects. Activities included ice chipping with hammers, sensory play, nature play, playing with recycled materials. Students also created activity templates and sensory boxes, implemented activities, and even built furniture from recycled materials at the outdoor Early Learning Centre at Forest Lawn.



## Rocky Ridge Library Operations

Rocky Ridge Library completed its first full month of operations in March. Since opening in February, the location has circulated over 14,000 items, welcomed almost 400 new members, and logged over 4,000 wireless sessions by Library patrons. The holds lockers are completely full every day, and more holds lockers have been ordered and will be installed in the coming months to keep up with what we now understand to be sustainably high demand for this service. In addition to the ongoing Drop-in Storytimes, a full slate of children's programming began at Rocky Ridge this month, including Pop and Tot, A-B-C You and Me, Baby Bookworms, Baby Rhyme Time, Lego Club, and Words and Wiggles. All are drop-ins and, while some challenges exist around keeping the children focused in such an open space and the continual comings and goings of participants, parents and caregivers are happy to have the opportunity to attend when parking and program spaces are at a premium at the nearby Crowfoot Library.

Despite these great developments at Rocky Ridge, the long winter and particularly harsh weather in March has negatively impacted library visit counts and community outreach numbers. While the feature number below points to increase in use of the wireless system over time, our monthly numbers are showing a temporary decline as we adjust to a new system that counts sessions in slightly different ways. There is no industry standard for counting wireless sessions.

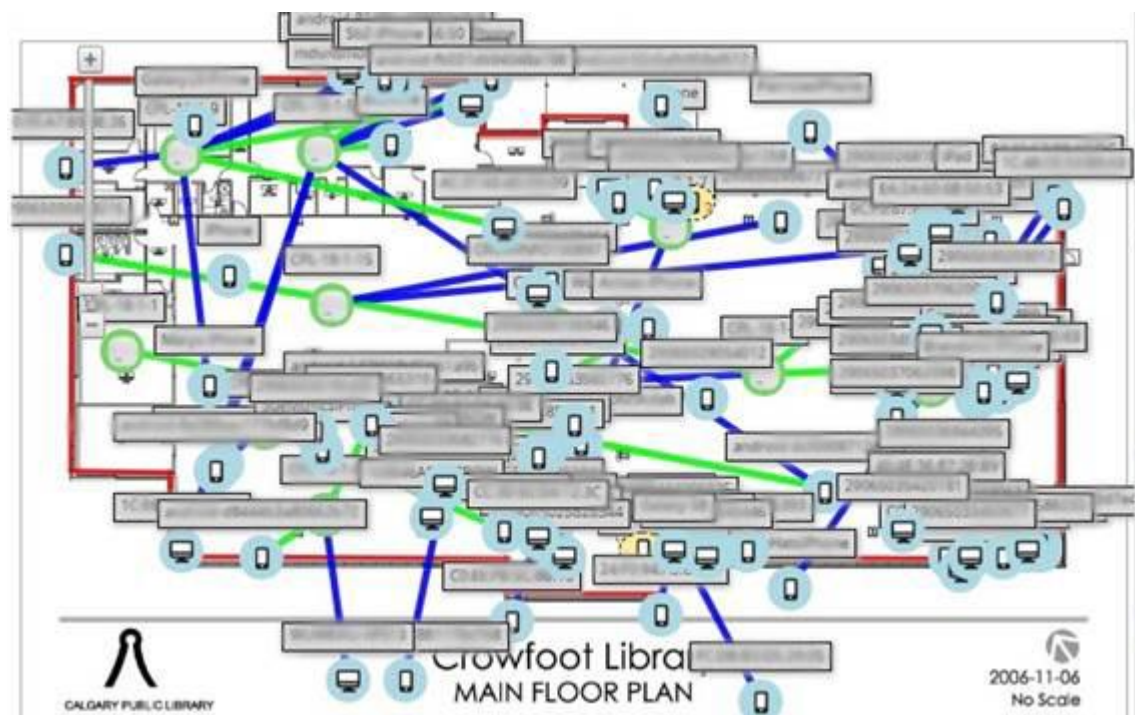
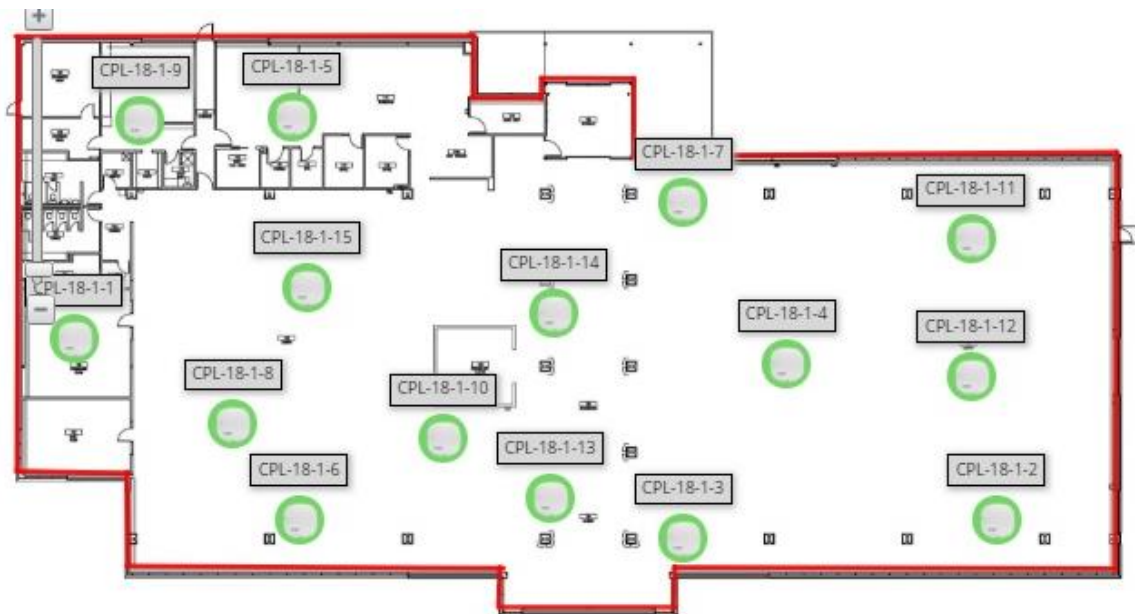
Feature Number: Wireless Sessions	
<b>2017</b>	132,569
<b>2016</b>	117,940

The ability to connect to a wireless network is now fundamental to public library service, and patrons' use of the wireless network is continuing to grow. At any one time, there are more devices connected to the wireless network than there are people in the library, because so many people now carry multiple devices (laptops, tablets, work phones, personal phones, e-readers). The library is responding by continuing to update and improve its network infrastructure to meet patron needs. For instance, approximately twice the number of wireless access points in current Central Library are being installed in New Central Library, given the needs of the increased space and the expectations of increased usage. New Central Library will have approximately 130 wireless access points.

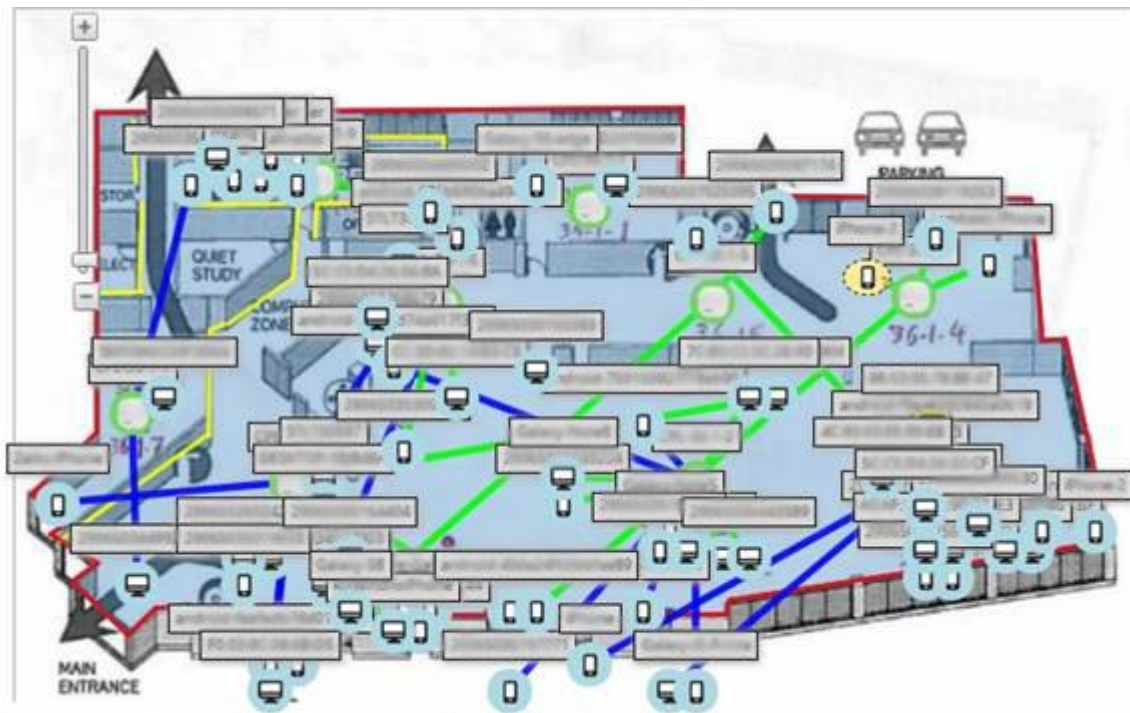
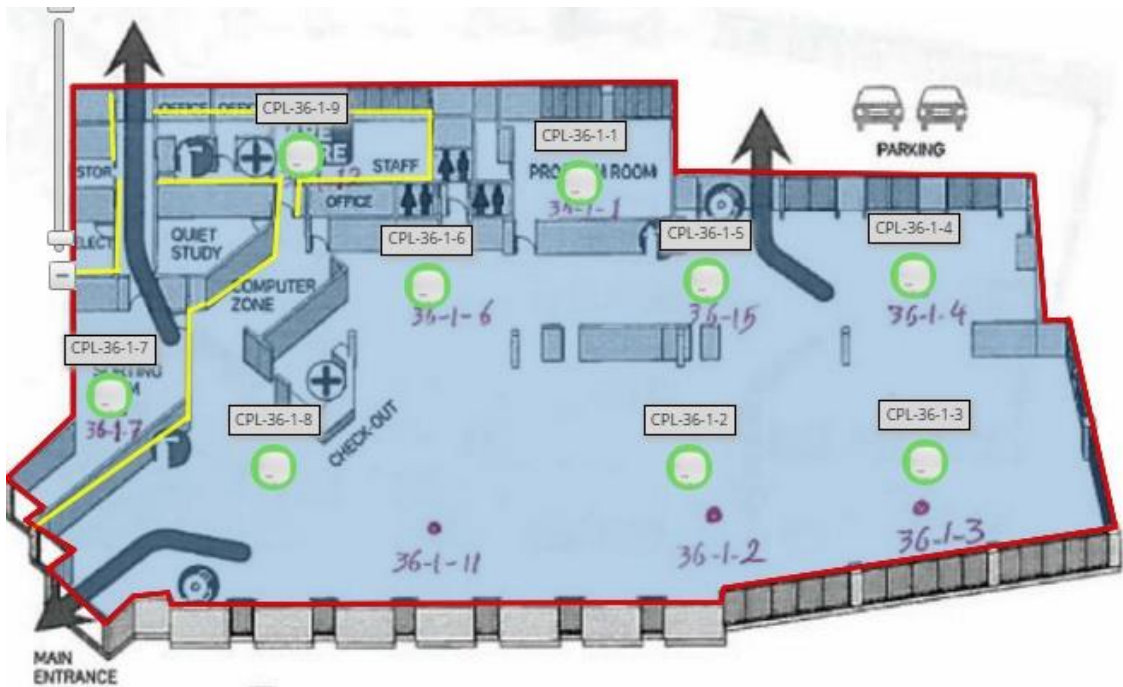
To give a sense of just how robust and well used the Library's free wireless system is, here are maps of the wireless access points in Crowfoot and Saddletowne libraries, followed by maps of those same access points showing all the library members connected to each access point on a typical weekday morning:



## Crowfoot Library Wireless Access Points



### Saddletowne Library Wireless Access Points



Saddletowne



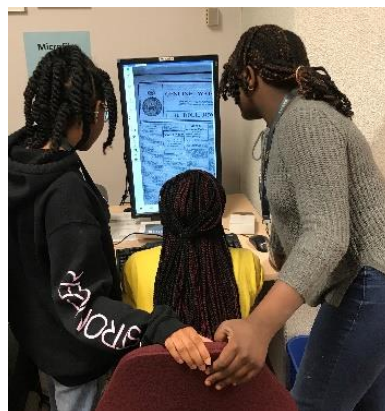
Last month, the Calgary Zoo approached the Central Library, requesting storytimes to be offered weekly by Library staff. Last week, there were over 100 participants in a Calgary Public Library Storytime in the atrium area of the Enmax conservatory. Parents and kids started arriving 20 minutes before the program even started, and the Zoo promoted our storytimes on their social media channels and in their newsletter to members.



This month, Central Library welcomed two elementary schools to Campus Calgary Library School. This was our first pilot of Library School and we received wonderful feedback from students and teachers. Each class used the Library as their classroom for a full week of hands-on, immersive learning.

Highlights include:

- designing and creating their own interactive display (Zenvelopes!) for Central Library
- a story sharing session with Elder Evelyn
- an exterior tour of New Central Library with the Library Foundation
- a tour of the Local History Room (where they voted to spend all of their free time! Students love this room!)



Students were excited to learn about the free programs that they can enjoy at their home library, including Math Quest, Chess in the Library, and Code Club, and can't wait to explore the New Central Library when it opens this fall.

A new language resource, Pronunciator, officially became available to users on April 2 on the Calgary Public Library website. Pronunciator features simple navigation to lessons, pronunciation analysis, live tutor opportunities, quizzes in 80 languages for adults and children. For travelers, easy travel prep courses are offered. This eResource offers ESL for 50 non-English languages, plus the ability to learn any of 80 languages for those speaking 50 other languages. Once you have registered as a student, Pronunciator “remembers” your previous sessions and progress. Free apps are available for Android, Apple, and Kindle Fire devices. There is also an area for Custom Courses to be



designed by the administrator. The Public Library Services Branch recently indicated a future interest in developing First Nations language learning in this Custom area.

## TELLING OUR STORY

The Library Story series invites our members to share how the library has changed their life. After launching in February, the Library continues to collect and publish online impactful user-submitted stories. Last month we shared the inspiring story of Stephanie Mok who found the Library to be her “safe haven” during her childhood, and Rachel Murphy, a mom with two small children who has benefited from our numerous Early Learning Centres.

The Marketing department is currently running an internal and external contest to collect even more stories. Read these stories and submit your own at: [www.calgarylibrary.ca/library-stories](http://www.calgarylibrary.ca/library-stories)



And don't forget to pick up our new issue of *Library Connect*, which is at locations now. It is also available online, as well as our 2017 Financial Statements.





## OTHER

Two long-term managers at Calgary Public Library have announced their retirements, Sharon Wirzba and Carole Marion. Both Carole and Sharon have held diverse roles as librarians and managers in locations across the system. Carole and Sharon's last days with the Library will be April 20 and April 26 respectively.

In her seven years as Manager of Forest Lawn Library, Carole became increasingly prominent for the leadership role she played in connecting partners, spearheading community events, and advocating for the Library. Since 2014, Carole has brought that same enthusiasm for the Library and the city to her role at Shawnessy and Southwood, extending the Library's presence into the deep south in anticipation of the new Seton Library, while supporting her teams in expanding and transforming existing service and outreach efforts.



Sharon has excelled in diverse leadership roles in multiple locations. Throughout her career, Sharon has been involved in any number of exciting transformations at the Library, including the transition from Midnapore to Shawnessy Libraries and the expansion and renovation of Signal Hill Library. More recently, Sharon supported her teams in completing the highly successful relocation of Glenmore Square Library to Quarry Park, greatly expanding strategically aligned programming and outreach, and operationalizing the very first of the Library's Early Learning Centres at Fish Creek Library.

With the recently leased Operations Center near 39 Avenue SE, the Library has also gained valuable back-of-house workspace that will accommodate the IT Department and the Collections Department. This has opened up non-public space in the New Central Library. The Library has reached out to some significant partners and has received interest in leasing that space from the Library. The Rainforest Alliance, the Calgary Board of Education, and The City of Calgary's Youth Employment Center have been encouraged to submit proposals. Once the Library understands their needs and their timelines, more specific planning can take place. It is unlikely that all of these groups can be accommodated, but it is nice to have some competition for the space.

Bill Ptacek  
CEO

Date

Year 2018  
Month March

Monthly Community Library Results

March

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	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Bowness	216	161	9,254	7,977	14,841	12,099	1,475	1,638	260	252	653	660	98	98	41	35	13	8
Central	3,128	2,186	110,759	95,834	57,364	50,756	20,692	15,234	2,245	3,634	9,341	8,399	496	545	226	205	69	55
Country Hills	650	528	44,248	38,301	57,830	48,055	4,341	3,960	349	564	4,599	3,890	372	333	81	84	5	5
Crowfoot	702	671	43,948	40,671	97,158	82,718	4,654	4,094	541	571	7,339	5,744	742	712	127	115	8	5
Fish Creek	752	611	44,992	43,789	80,254	71,977	4,849	4,785	563	641	5,371	4,937	580	562	133	110	13	13
Forest Lawn	430	418	19,012	21,189	22,428	18,800	4,954	5,265	532	696	2,712	2,544	139	123	103	89	53	49
Giuffre Family	365	223	18,636	17,027	34,532	28,635	2,087	1,917	250	334	1,535	1,705	303	268	67	71	6	8
Judith Umbach	346	280	22,707	15,521	35,302	29,358	3,907	3,544	665	636	2,768	2,277	275	257	76	84	18	10
Louise Riley	281	258	30,000	28,260	43,300	38,397	3,279	3,201	776	972	2,858	2,516	423	410	58	63	7	13
Memorial Park	180	167	10,712	8,036	11,208	10,521	842		199	917	923	1,034	138	133	22	47	14	5
Nicholls Family	339	297	19,293	18,067	18,561	16,240	1,519	1,353	1,047	1,332	2,566	2,490	135	147	34	33	2	6
Nose Hill	403	303	35,156	31,941	57,809	51,877	3,142	3,374	549	727	2,985	2,525	447	420	70	65	13	10
Quarry Park	377	250	24,448	19,740	25,907	25,608	1,940	1,861	206	193	1,851	1,775	132	140	42	49	10	
Rocky Ridge	2	84				7,426								4		44		
Saddletowne	679	662	53,248	58,025	31,169	25,269	7,381	7,435	2,274	3,115	4,337	4,896	141	114	92	86	9	23
Sage Hill	4	174		4,793		7,840				371		291		27		43		2
Shawnessy	719	563	52,823	51,632	68,378	58,899	5,319	5,227	1,019	1,087	5,779	4,445	589	504	114	106	19	28
Signal Hill	510	462	33,958	36,972	71,872	65,159	3,279	3,309	284	328	2,741	2,577	578	569	94	85	6	7
Southwood	211	197	16,088	14,179	30,781	25,374	2,093	1,511	284	348	1,292	1,128	317	277	63	74	17	7
Village Square	583	465	43,737	39,680	32,351	27,307	4,684	4,583	2,068	2,372	3,548	2,805	176	151	94	87	29	25
	10,877	8,960	633,019	591,634	791,045	702,315	80,437	72,291	14,111	19,090	63,198	56,638	6,081	5,794	1,537	1,575	311	279

Date								Library Space								Access to Technology							
Year		2018						Visits								Total technology sessions							
Month		March						Mar	2018	591,634	-7%	YTD	2018	1,713,205	-1%	Mar	2018	268,869	-19%	YTD	2018	779,190	-13%
New Members									2017	633,019			2017	1,737,100			2017	331,471			2017	897,502	
								Room bookings								...computer sessions							
Mar	2018	8,968	-18%	YTD	2018	27,178	-14%	Mar	2018	750	53%	YTD	2018	1,952	30%	Mar	2018	76,025	-5%	YTD	2018	214,551	-2%
	2017	10,878			2017	31,481			2017	490			2017	1,503			2017	80,437			2017	219,235	
Active Members								Collections								...chromebook sessions							
Mar	2018	643,473						Mar	2018	19,090	35%	YTD	2018	52,547	41%	Mar	2018	14,111		YTD	2018	37,158	
	2017								2017				2017				2017						
Programs & Outreach								Physical items acquired								...wireless sessions							
Programs								Mar	2018	26,849	12%	YTD	2018	73,418	24%	Mar	2018	56,638	-10%	YTD	2018	156,604	-10%
...in the library									2017	24,029			2017	59,058			2017	63,198			2017	173,088	
Mar	2018	1,576	3%	YTD	2018	4,364	6%	Mar	2018	1,435,493	-0%		Mar	2018	117,116	-33%	YTD	2018	355,488	-24%			
	2017	1,537			2017	4,100			2017	1,439,814				2017	468,021								
...in the community								Expenditure on physical items								...print, copy & scan jobs							
Mar	2018	302	-15%	YTD	2018	948	-0%	Mar	2018	573,920	70%	YTD	2018	1,484,012	40%	Website, Catalogue & Social Media Followers							
	2017	356			2017	951			2017	338,041			2017	1,062,992		Website sessions							
...for adults, seniors or all ages								Total expenditure								Catalogue sessions							
Mar	2018	587	-4%	YTD	2018	1,669	0%	Mar	2018	774,676	40%	YTD	2018	2,874,372	20%	Mar	2018	677,972	-11%	YTD	2018	2,004,063	-5%
	2017	610			2017	1,667			2017	552,929			2017	2,387,165			2017	764,994			2017	2,103,230	
...for kids & teens								Circulation								Social media followers							
Mar	2018	1,292	1%	YTD	2018	3,644	8%	Mar	2018	1,255,333	-6%	YTD	2018	3,526,461	-7%	Mar	2018	40,468	17%		2018	1,340,587	-1%
	2017	1,283			2017	3,384			2017	1,338,054			2017	3,789,305			2017	461,651				2017	
Total number of programs								Total Checkouts								Facebook, Twitter, Instagram & LinkedIn							
Mar	2018	1,878	-1%	YTD	2018	5,312	5%	Mar	2018	1,022,396	-9%	YTD	2018	2,863,051	-9%	Holds							
	2017	1,893			2017	5,051			2017	1,119,545			2017	3,162,989		Active holds							
Program participants								...digital items															
Mar	2018	33,468	-4%	YTD	2018	92,535	2%	Mar	2018	232,937	7%	YTD	2018	663,410	6%	Mar	2018	258,721	6%	YTD	2018	46,724	6%
	2017	34,847			2017	90,343			2017	218,509			2017	626,316			2017	243,590			2017	43,958	

Report to the  
Calgary Public Library Board  
**Strategy and Community Committee Meeting**  
**Tuesday, April 3, 2018**  
**(based on draft unapproved minutes)**

**In Attendance:**

**Board**

Mr. Rob Macaulay  
Ms. Deb Giles  
Ms. Janet Hutchinson  
Ms. Shereen Samuels

**Regrets:**

Mr. Andrew Rodych

**Administration**

Mr. Bill Ptacek, CEO  
Mr. Mark Asberg, Director, Service Delivery,  
Community Libraries and System Operations  
Ms. Barb Gillard, Business Analyst  
Ms. Teneya Gwin, Service Design Lead  
Ms. Elrose Klause, Controller and Director, Financial Services  
Mr. Paul Lane, Director, Corporate Services  
Ms. Sarah Meilleur, Director, Service Delivery,  
New Central Library and City Centre Community Libraries  
Ms. Heather Robertson, Director, Service Design  
Mr. Marshall Sumka, Manager, Collections

**Business Arising and Review of Action Items**

There was no business arising. All action items are either underway or completed. Mr. Asberg will report back at the May meeting on the methods of capturing community outreach hours.

**Debrief from Strategic Retreat**

The Committee raised the following points:

- It would be ideal to have two retreat events per year: one around specific work and one around learning, creativity, generative thinking and ideation.
- It is best not to lock into a specific retreat model and to be mindful of Board Members' ability to commit large blocks of time.
- It would be helpful to hold a joint retreat with the Foundation Board this year, to gain insights into the Foundation's future directions.
- The correct amount of Board time was spent on the Strategic Plan review.
- The Kairos Blanket Exercise was a timely opportunity for Board to engage with staff to introduce awareness about Indigenous history. It would be useful for the Board to develop a plan for ongoing training, such as attendance at a staff session or Culture Camp if funding is available.
- The Committee thanked staff for making the retreat a smooth and efficient day in a great location.



Action Item	Person Responsible	Timeline
Raise at Foundation Board Meeting: 1. Joint Boards' Retreat with ideation session 2. Possible grant for Library Board education	Ms. Hutchinson	April 17, 2018
Raise at Library Board meeting: 1. Joint Boards' Retreat with ideation session 2. Interest in further Board education, particularly in understanding Indigenous issues	Mr. Macaulay	April 25, 2018

## Strategic Plan Development

With the Board's feedback on the six priority areas, Administration is on the right track and will now add short statements on objectives for the Board's review in April. The Plan will go to The City in May. In the fall, Administration will have the necessary budget information to develop the Plan's initiatives for the next year, and will also establish the measuring structure. At that time, the Plan will return to the Board for review of these choices. The Committee agreed that sufficient time had been allocated to date for a robust, high-level discussion by the Board.

## Update on Indigenous Library Services

*Ms. Teneya Gwin, Indigenous Design Lead*

Ms. Gwin provided background and a presentation on the ongoing development of Indigenous Library Services. A great deal of work has been done to consult with Indigenous communities about how the Library can best carry this work forward. Collection subject headings are being reviewed to move away from archaic terminology and adopt more inclusive, respectful, and accurate language in the Library catalogue. New staff learning opportunities have been introduced or developed, including the KAIROS blanket exercise, Culture Camp, and the upcoming inclusion of information pieces on Indigenous peoples' history in the staff portal (Insight). Other new projects include the presentation of work by Indigenous artists in libraries across the system, an Elders Guidance Circle, repatriation of sacred items found in the Local History collection, and the creation of the Indigenous Services webpage. Ms. Gwin showed a video on placemaking, from the Indigenous placemaking Council ([www.ipmcouncil.com](http://www.ipmcouncil.com)), to provide more background for Indigenous placemaking initiatives at New Central Library in particular.

The Library has hired 4 new Indigenous staff members who have the background and knowledge to facilitate Indigenous programming throughout the system. In response to a question, it was discussed that the Library does not have an identifiable numerical goal driving its recent Indigenous hiring efforts; rather the goal is to increase the Library team's capacity to develop and deliver culturally sensitive, Indigenous programming that responds to community needs and expectations. More positions are being created as vacancies occur.

Action Item	Person Responsible	Timeline
Bring this report forward to the Board due to its importance at the Board level, and include the IPMC video.	Administration	April 25, 2018

## **Collections at Calgary Public Library**

*Mr. Marshall Sumka, Manager, Collections*

Mr. Sumka gave a presentation on collection trends, including budget by material type, adult material use compared with Overdrive, non-electronic circulation statistics for Canadian libraries, and use of CPL's digital resources.

The following highlights are from the discussion:

- Overdrive use has increased by about 12% year over year.
- There has been a drop in DVD and CD use, contributing to the decline in total circulation figures.
- Some media formats are becoming more difficult to purchase, and others are now only available through streaming services.
- The physical collections are kept clean and appealing to encourage circulation.
- The Committee asked for a data chart showing the past 5-year trends.

Action Item	Person Responsible	Timeline
Bring forward data charts showing the past 5-year trends in circulation and physical collection size	Administration	On or before May 1 Committee meeting

Ms. Giles excused herself from the meeting at 9:21 am, early in the foregoing discussion.

## **Other Business**

The May meeting will be held at the Central Library, and the June meeting will be held at the Crowfoot Library. There was no other business.

## **Adjournment**

The meeting adjourned at 9:35 am.



Report to the  
Calgary Public Library Board  
Strategy & Community Committee  
April 3, 2018  
**An Update on Indigenous Library Services**

**I. Purpose**

The purpose of this report is to inform the Strategy and Community Committee of progress to date on the development of Indigenous Services at the Calgary Public Library.

**II. Background**

The Truth and Reconciliation Commission (TRC) Summary Report, released in 2015, provides an opportunity to understand historical impacts on Indigenous people and identifies 94 Calls to Action to move from apology to true reconciliation.

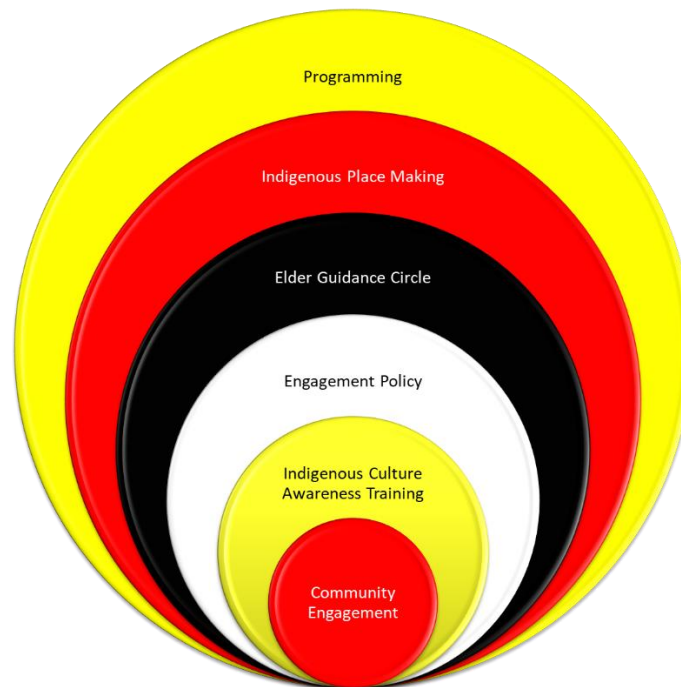
In June 2016, City Council received the *White Goose Flying Report* from the Calgary Aboriginal Urban Affairs Committee (CAUAC). The report provides recommendations on how the City can respond to relevant TRC Calls to Action and identifies Calgary Public Library as having a role in responding to Call #69: *“working and collaborating on exhibits and programming about the true history and legacy of Indian residential schools, in and surrounding Calgary. Libraries and museums are among the most highly utilized and trusted public ‘gathering spaces’ in the city, therefore their reach is substantial. A two-pronged approach in (a) training City staff internally while at the same time as (b) creating outward-facing public awareness and learning opportunities for Calgary citizens, creates impact.”*

Additionally, in response to TRC and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Government of Alberta’s Public Library Services Branch first made funds available to public libraries in late 2016 to expand service to on-reserve and on-settlement populations. This funding paved the way for public libraries in Alberta to expand their mandate beyond municipal limits and to provide full public library service to Indigenous populations throughout the province. Based on regional system boundaries and proximity, the Calgary Public Library will primarily be working with the Tsuut’ina Nation, even as the Library is committed to serving all Indigenous peoples.

In 2017, the Calgary Public Library provided support to and endorsement of the Canadian Federation of Library Associations (CFLA-FCAB) Truth and Reconciliation Committee Report, which contained ten recommendations to enhance experiences and opportunities for Indigenous peoples, library users and researchers in Canada by decolonizing libraries and archives. The Calgary Public Library has an important role to play in the reconciliation process, for instance by bringing Indigenous and non-Indigenous communities together to help facilitate public education on residential schools and the impacts to Canada’s Indigenous communities. The Library can provide culturally safe space for Indigenous communities and urban Indigenous people to reignite cultural activities in an urban space.

### III. Calgary Public Library's Approach

Calgary Public Library's strategies for Indigenous programming and spaces have been conceived in a traditional and holistic way, with input from Indigenous communities guiding the direction and programming.



Indigenous services are being designed around inclusivity and relationship building. In January 2018 the Indigenous Services Design Lead position became a full time permanent position within the Calgary Public Library. This was an important step in allowing for solid relationships and trust to be built with community partners and Indigenous communities and in ensuring the Library could build a sustainable foundation in which Indigenous communities and non-Indigenous communities see the Library as a brave, safe space for education and sense of connection.

### IV. Progress to Date and Looking Forward to 2018

There has been significant progress over the last year in key focus areas:

#### **Community Engagement**

Community engagement is at the heart of all our planning, design, outreach and programming. We consult with our urban Indigenous population and surrounding Indigenous communities to ensure we receive input on what the community needs or wants on subjects such as revitalizing culture, traditional knowledge and language, historical information, and awareness of residential schools among non-Indigenous Canadians.

Our first priority is building relationships, whether it is with urban Indigenous communities or the Tsuut'ina Nation. For example, new connections have been established with Enough for All's Indigenous Advisory Group, Making Treaty 7 Common Ground working group, Bow Valley College's Iniiikokaan Centre, and the Aboriginal Friendship Centre. In addition, a stronger

relationship has been established with SORCe to learn more about the impacts of intergenerational trauma and restorative justice and to collaborate on opportunities to re-connect urban Indigenous people facing complex barriers to the Library.

Through community engagement work, the Library has learned that access to Indigenous language resources, building up of the Library's collection to reflect local content, and having an Elder available within the Library to meet with community, are key areas of community need to explore further.

### **Indigenous Culture Awareness Training for Staff**

Education, training and awareness of Indigenous culture and history is a commitment made by the Library to the City as part of the *White Goose Flying Report*. This work is the first step in transforming Library culture to be more inclusive and receptive to Indigenous perspective and to interrogate the colonial assumptions and biases that inhabit the Library.

Since June 2017, the following training and learning initiatives have been implemented:

- The Library is learning about the importance of acknowledging our Treaty and the land in which our libraries are located. A script has been developed to support staff and Library Board members in starting meetings and programs in the right way. In addition, staff are being encouraged to create their own statements on land acknowledgement and what Treaty means to them.
- 300 staff participated in the Blanket Exercise during the Library's Accelerated Learning week in October 2017. In addition, the Library Board and 30 staff from across the system participated in a more intimate blanket exercise and talking circle this March.
- ELT and Library Managers (approximately 50 staff) participated in Culture Camp in Tsuut'ina, with funding support from the Calgary Foundation.
- Performance (PREP) Targets focused on reconciliation were created for all system staff to emphasize the important role we each have in the reconciliation process and to encourage staff to identify and participate in education and learning opportunities to further knowledge and understanding.

In the last year, the Library has gained a greater understanding about gaps in our organizational capacity to support the development and delivery of Indigenous services. In particular, it is important to have content on traditional cultures and languages delivered by Indigenous persons and to have staff with the appropriate background, knowledge and comfort level to facilitate and support program delivery. In response, the Library has taken steps to hire two full time Indigenous program and service facilitators and further positions are already being considered. This strategy will increase staff diversity, build system capacity in this service area and enable the Indigenous Services Design Lead to focus more on strategy and design work.

In 2018, work will begin on creating a pilot Cultural Awareness training module for all CPL staff and new communication strategies (i.e. Insight articles) will be implemented to share information with staff on Indigenous history and culture and further learning opportunities. In April, staff are invited to listen and pose questions about the strategy for Indigenous Services in public libraries with the Public Library Services Branch and CPL's Indigenous Services Design Lead. This learning opportunity will reinforce the importance of Indigenous services at the Library and raise awareness about what individuals are working on province-wide.

### **Elder Guidance Circle**

Recognizing the diversity of southern Alberta and learning from the experience of other Libraries (such as the Edmonton Public Library) who have Elder in Residence initiatives, the Library has changed the format of the Elder on Call program to one of an Elders Guidance Circle. The Elder's Guidance Circle will be composed of several Elders from multiple backgrounds and cultures who will provide guidance to our staff on appropriate programming, be a resource for the urban Indigenous population to have access to an Elder, and to provide a spiritual component to programming and services. This model will ensure that Calgary Public Library designs a process that maintains relationships with all Indigenous communities and is flexible to fit the lifestyle and beliefs of spiritual Elders. A space in the NCL Library has been designated for this program. One of the biggest challenges in supporting programs such as this is in finding ways to allow for smudging in Library spaces. The Library will be working with Facilities over the next year to determine solutions to ensure we can accommodate this important component as needed.

### **Indigenous Place-making**

Indigenous place-making is about creating inspiring spaces that restore Indigenous presence to the fabric of communities and joins Indigenous and non-Indigenous citizens together in a setting that builds a common cause. The Indigenous Place Making project for New Central Library began in Fall 2017 and the Library has retained the Indigenous Place Making Council of Canada (IPMC) to guide the Library in facilitating community engagement and design of art and art installations in the NCL.

Consultation sessions with Tsuut'ina, Siksika, Stoney Nakoda, Metis Nation Region 3 and the urban Indigenous populations took place at the end of January. During our consultation sessions, we heard that the project must be locally-led and the artwork would include 8 artists from the 8 communities; Siksika, Piikani, Blood Tribe, Chiniki, Bearspaw, Wesley, Tsuut'ina and Metis Region 3. This ideology creates equality for opportunities and representation for all communities in southern Alberta.

The next steps in the project are to:

- Continue community engagement to communicate progress on the project based on the input we received during the first phase of consultation and get further community feedback and input.
- Hire a local art curator to organize and retain local artists for the design of art and art installations in designated spaces.
- Hire an intern from the community to work with the Indigenous Services Design Lead and the art curator and support the project overall.

While it is the Library's hope that the Indigenous Placemaking project will be complete for November 1<sup>st</sup>, 2018, we recognize that community engagement is central to the success of this project, that relationship building and collaboration take time, and that it is most important that this project be completed in the right way. Of the seven areas within NCL that have been identified for the place-making initiative, three have been prioritized for opening day: The Welcome Wall, Civic Concourse and the Elders Guidance Circle Room. Additional spaces will be considered as part of a Phase 2 in 2019.

The IPMC will also be providing an **Engagement Protocol document** as one of their deliverables in this project. A successful engagement protocol document presupposes awareness and application of best practices and proper protocol designed by Indigenous people to be used when working with Indigenous peoples. The engagement protocol document will help guide the Library

in pursuing and sustaining lasting relationships and allow awareness for CPL staff to pursue working relationships in a meaningful and respectful way.

### Programming

What does it mean to Indigenize or decolonize? These are the definitions we have been working with at the Library:

- Decolonization is about recognizing the reality of Canada's colonial history and how it has subjected Indigenous Peoples. It is also to recognize that present day structure of governments, organizations and institutions are built on a colonial perspective that has not included Indigenous world view, culture or traditions. Decolonization is about providing the space and support to include an Indigenous perspective.
- Indigenization is about incorporating and integrating Indigenous worldviews, traditional knowledge and perspectives into the educational system and other organizations and institutions recognizing that these ways of knowing and doing are equal to other ways of knowing.

Both decolonization and indigenization require the cooperation and mutual respect of Indigenous and non-Indigenous people, governments, organizations and institutions.

The Library is working to Indigenize all programming throughout the system in a holistic manner so that programming with Indigenous content is offered year-round and not in a siloed approach. Programming around traditional cultures and languages is a priority. By bringing different viewpoints and culture into our existing system, we are ensuring that the Library is a space to welcome all cultures and people, and a place where individuals can see themselves reflected. Highlights from program and service achievements include:

- ❖ **All our Children:** As part of last year's School's Out: Summer Learning program, the Library worked with The City of Calgary and the Aboriginal Learning Centre to support programming at their new Indigenous Summer Camp for children in Grades 1 to 5. This partnership will continue in 2018, with the Library visiting the program once a week with the Book Truck and summer programming options.
- ❖ **Creation Lodge:** The Creation Lodge hosts Elders from across Canada to share their oral history and stories of Creation. First launched at Central, this program is now hosted at Louise Riley or Central. The program can rotate around CPL's locations pending program room size and availability.
- ❖ **Tsuut'ina Nation:** The Library will be expanding Book Truck visits to Tsuut'ina Nation (TTN) in the new school year through the *Library Goes to Kindergarten* outreach strategy.
- ❖ **National Aboriginal History Month:** Building on the success of last year, 10 libraries across Calgary will host local Indigenous Artists and their artwork for the month of June in 2018.
- ❖ **Indigenous Services Webpage:** In February an Indigenous programs, events and booklist content was developed for CPL's website to share information about programs and events happening at the Library and provide resource lists for staff and CPL users.
- ❖ **Igniting the Fire:** The pilot of this program in 2017 brought great learning opportunities for CPL as well as a sense of community for those learners that attended. Igniting the Fire is a program designed around storytelling through the arts and taught through an Indigenous worldview. The program has featured speakers, focuses on a local Indigenous author and creates a craft based on Indigenous teachings.
- ❖ **Generation Indigenous** – Generation Indigenous is a youth group initiative that has partnered with the Library to offer a speaker's series featuring local Indigenous voices speaking about topics such as Telling our Story and Indigenous Women. The first event had over 100 people attend.



- ❖ **Collections** – Booklists have been created and our Collections department continues to broaden our collection to better serve our Indigenous population and educate non-Indigenous population. CPL is also proactively working with Library partners across the province to review and address necessary changes to subject headings within the catalogue to ensure that language and terminology is inclusive and respectful of Indigenous peoples and culture.

## V. RISK ASSESSMENT

Risk	Level of Risk	Strategy
The Library's systematic methods and timelines can't adapt to or accommodate the appropriate timing for effective Indigenous engagement based on the community's needs.	High	Promoting understanding in the system, and among key players in particular, of the need to pace engagement appropriately and respectfully.  Creating and communicating appropriate timelines up front to ensure there is an early, shared understanding of the process.
Inability to sustain lasting and meaningful relationships	Low	Ongoing dialogue and engagement to ensure relationships are lasting and the Library is meeting the needs of the community.
Following proper protocol and ensuring that the Library remains a neutral and culturally safe space	Low	Raising awareness of protocols through appropriate training.  Working in good faith, communicating transparently about the Library's role in the community, and entering into respectful dialogue in situations where interests or perspectives may diverge
Government of Alberta's jurisdictions on Library services may limit the voices of other Indigenous cultures that access resources at the Library	Moderate	The engagement and work plan has been designed to be inclusive to the four cultures represented in Treaty 7, even as it does focus on services to Tsuut'ina.

## VI. RECOMMENDATION

That the Strategy & Community Committee of the Calgary Public Library Board receive this report for information.

Teneya Gwin  
Indigenous Design Lead

Report to the  
Audit & Finance Committee  
Calgary Public Library Board  
April 18, 2018  
**Quarterly Risk Update**

## **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, 2018.

## **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. 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.

Following additional consultation with KPMG in November 2015, the Audit and Finance Committee previewed risk documents that addressed the deficiencies of earlier reports and highlighted issues for the Board's attention. Two types of risk report are being used to ensure the Board is fully aware of risk trends and emerging risks.

An annual report presents analysis dedicated to pre- and post-mitigation for the Library's most significant risks, and presents possible emerging risk areas identified by the Library. Quarterly reports will provide an update on actual risk impact for the significant 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.

Based on the 2017 annual review the following categories were agreed to by the Board as presenting the highest risk to the Library achieving its strategic objectives at the current time.

- Relevance
- Finance
- Operations
- New Central Library
- Security

These categories now include the two measures recommended by the City Auditor's Office upon completion of a New Central Library Readiness Audit report, which was presented to The City's Audit Committee earlier this year.

### **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. There are no significant changes to draw the Committee's attention to.

### **V. RISK ASSESSMENT**

The Library builds risk assessment into new initiatives and ongoing services. Identification of risk allows better decision making and creates the opportunity for early risk mitigation. 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 2018 Quarterly Risk Update for discussion and information.

Elrose J Klause, CMA  
Controller and Director, Financial Services

#### **Attachments**

1. Quarter 1 Risk Matrix Impact Scales

Calgary Public Library  
Risk Matrix Impact Scales  
March 31, 2018

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 March 31, 2018)
1 Relevance	a	Active members/capita [quarterly count]	50%  2017 Q4: 51.0%  2018 Q1: 52.3%	40%	35%	30%	25%	<ul style="list-style-type: none"><li>Retention of inactive members project initiated</li><li>Improved communication to patrons, reminding them of all the Library has to offer</li></ul>
	b	Customer Satisfaction [average rating in annual survey]	4.5/5  2016 Dec: 4.8/5  2017 Dec: 4.5/5	4.25/5	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%  2017 Q4: 20%  2018 Q1: 19%	1-10%	0%	<ul style="list-style-type: none"><li>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</li><li>Executive leadership energy directed to building and fostering new strategic partnerships</li></ul>
	d	Service Innovation - # of active projects that Service Design is working on to transform library services and ensure the Library remains relevant to our users [quarterly count]	35-50		51-65 or 20-34  2017 Q4: 58  2018 Q1: 54		over 65 or under 20	<ul style="list-style-type: none"><li>In considering the range for each area of the risk register, it is important to consider both the risk of too few projects (which means we are not utilizing our full capacity to explore and complete innovations that will both transform library services and ensure we remain relevant) and too many projects (which means we may not have the capacity to successfully complete the work and achieve the Library's standards for quality).</li></ul>

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 March 31, 2018)
	e	Availability of Volunteers [% of need filled] [quarterly count]	100% or more	80% to 99%  2017 Q4: 97.0%  2018 Q1: 97.0%	60% to 79%	50% to 59%	Less than 50%	<ul style="list-style-type: none"><li></li></ul>
2 Finance	a	Fraud [quarterly report]	No instance of fraud  2017 Q4: No instances to date  2018 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"><li>Adherence to policies / procedure</li><li>Well document procedures, including:<ul style="list-style-type: none"><li>Segregation of duties</li><li>Purchasing controls</li><li>Approvals by supervisor (one up)</li></ul></li><li>External auditors</li></ul>
	b	Budgeted Operating Funding [annual board approval]	Equal to prior year's funding  2016: Increase of \$1,143,000  2017: Increase of \$2,748,000  2018: Increase of \$4,719,000	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"><li>Transparency and openness with government and other funders</li><li>Effective, efficient delivery of current services and programs</li><li>Ongoing dialogue with funders</li></ul>
	c	Allocation of resources [annual report]	Adherence to Asset Management Plan (AMP)	Adherence to AMP with minor timing differences  2017: Capital spending continues to adhere to the Asset Management Plan with minor timing differences  2018: 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"><li>Monthly oversight by the Library's Senior Management Team</li><li>Quarterly oversight by the Library's Audit &amp; Finance Committee</li></ul>

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 March 31, 2018)
	d	Forecast Operating Expenditures exceed known sources of funding (including unrestricted reserves) by [quarterly report]	0%  2018 Q1: Operating forecast at the end of quarter 1 is \$21,000. Forecast expenditures do not exceed known sources of funding	2%  2017 Q3: Expenditures 0.03% unfavorable, due to timing differences and additional funding  2017 Q4: Expenditures 2.12% unfavorable, due to timing differences and additional funding	3%	5%	10%	<ul style="list-style-type: none"><li>• <b>New forecast measure used starting Quarter 1, 2018</b></li><li>• Daily oversight through purchasing and payment controls, including one up approvals</li><li>• Monthly oversight by the Library's Senior Management Team</li><li>• Quarterly oversight by the Library's Audit &amp; Finance Committee</li></ul>
	e	Capital expenditures exceed budgeted revenues/reserves by [quarterly report]	0%  2017 Q4: Capital expenditures less than sources of funding  2018 Q1: Capital expenditures less than sources of funding	5%	10%	20%	50%	<ul style="list-style-type: none"><li>• Daily oversight through purchasing and payment controls, including one up approvals</li><li>• Monthly oversight by the Library's Senior Management Team</li><li>• Quarterly oversight by the Library's Audit &amp; Finance Committee</li></ul>
3 Operations	a	Building visits [quarterly report of year-over-year change]	Less than 5% decrease  2017 Q1: No change from 2016 Q1  2018 Q1: decrease of 1% over 2017 Q1	6-10% decrease	11-20% decrease	21-50% decrease	Over 50% decrease	<ul style="list-style-type: none"><li>•</li></ul>
	b	Website and catalogue sessions combined [quarterly report of year-over-year change]	Less than 5% decrease  2017 Q1: Increase of 5% over 2016 Q1  2018 Q1: decrease of 3% over 2017 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 March 31, 2018)
	c	Facility availability [quarterly count]	All facilities open during all regular open hours in period  2018 Q1: 0 instances of closures of one day or less	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  2017 Q4: 1 instance of closures of one up to one week, plus 3 instances of closures of 1 day or less	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  2017 Q4: No instances  2018 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"><li>Joint Operating Committees are in place at multi-use sites to prevent issues from escalating</li><li>Regular meetings initiated between Project Engineer at Calgary Transit (Nicholls Family Library), and the Library's Service Delivery Manager.</li><li>Requesting two weeks advance notice from partners for planned closures of the facility.</li></ul>
	e	Collection meeting community needs [physical collection - turnover rate/year]	Turnover rate of 8 to 10  2016: 8.7  2017: 8.5	Turnover rate of 6 to 8	Turnover rate of 4 to 6	Turnover rate of 2 to 4 or 11-13	Turnover rate of less than 2 or greater than 14 (lower than 2 means collections are on the shelf 46 weeks per year/ higher than 14 means the shelves means the shelves are bare – collection is checked out 42 weeks of the year)	<ul style="list-style-type: none"><li>Collection purchases are made in response to member preferences, monitoring use of existing collection, and in response to market place trends</li></ul>

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 March 31, 2018)
	f	Staff engagement level  [Overall score on annual survey]	More than 80%	Less than 80%  2016 May: 75%  2017 October: 78%	Less than 70%	Less than 60%	Less than 50%	<ul style="list-style-type: none"><li>Online and paper-based communication tools are used to distribute information, in addition to frequent face-to-face meetings</li><li>Sampling of the workforce takes place at regular intervals and issues raised are dealt with at that time.</li><li>An online suggestion system allows staff to suggest change whenever it occurs to them</li></ul>
4  New Central Library	a	Construction & Commission  [Reputational risk is present for the Library if the project is delayed or over budget. This measure is taken based on the CMLC Risk Register presented at NCL Steering Committee Meetings]	Minor delay in thresholds and/or project on budget  2017 Q4: No emerging issues  2018 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	<ul style="list-style-type: none"><li>The Library is an active participant in monthly steering committee meetings where construction &amp; commissioning progress is discussed</li></ul>
	b	Operational Readiness  [% of task on the NCL Project Transition Plan overdue]	0-10%  2017 Q4: 0.0%  2018 Q1: 0.4%	Greater than 10 – 20%	Greater than 20 – 40%	Greater than 40 – 60%	Greater than 60 – 100%	<ul style="list-style-type: none"><li>Move planning consultant in place</li><li>Internal readiness committee initiated with representatives from CMLC and the City of Calgary</li><li>Library cross-departmental transition plan has been developed, and key move-in tasks have been shared with CMLC and COC</li></ul>



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 March 31, 2018)
	c	Delivery of service/programs in the NCL  [% of services/ programs within the Priority 1 Plan for Innovation that are being piloted or launched prior to opening of the NCL]	55-100%  2017 Q4: 55%  2018 Q1: 63%	50-54%	30-49%	20-29%	0-19%	<ul style="list-style-type: none"><li>NCL Plan for Innovation updated monthly</li><li>Implementation Plan updated regularly</li><li>Trialing innovative projects, such as the Create Lab, Campus Calgary</li><li>Collaborative Work Teams</li><li>Joint Service Design and Service Delivery project management teams</li><li>Biweekly check-ins on project status</li><li><b>Regular service design updates to the transition team to flag issues and ensure alignment</b></li></ul>
5 Security	a	Incidents at Community Libraries [quarterly count of number of instances per 10,000 visits]	0 - 0.5 incidents / 10,000 visits	0.51-1.5 incidents/10,000 visits  2017 Q1: 0.98 2017 Q2: 0.52 2017 Q3: 0.59 2017 Q4: 0.63 2018 Q1: 0.77	1.51-4 incidents/10,000 visits	Greater than 4.01 incidents/10,000 visits	Incidents are of such a nature and number that strategic deliverables are no longer achievable	<ul style="list-style-type: none"><li>Focused staff training on <i>Safety and Security</i> and <i>Working with Vulnerable Populations</i></li><li>Revised and updated <i>Problem Situation Guide</i> and <i>Emergency Response Plan</i></li><li>New industry standard incident reporting software being implemented</li><li>Stricter application of the Library's <i>Code of Conduct</i></li><li>Employment of a City of Calgary Security Advisor, whose sole focus is the Library system</li><li>Developing closer relationships with Calgary Police Service and other law enforcement agencies</li><li>Extensive work implementing Crime Prevention through Environmental Design elements, many of which were recommended by CPS</li><li>Improvements to performance of security contractor, including more effective deployment of guards in multiple locations</li></ul>
	b	Incidents at Central Library [quarterly count of number of instances per 10,000 visits]	0-0.5 incidents/10,000 visits	0.51-1.5 incidents/10,000 visits	1.51-4 incidents/10,000 visits  2017 Q2: 2.93 2017 Q3: 1.99 2017 Q4: 3.23 2018 Q1: 3.14	Greater than 4.01 incidents/10,000 visits  2017 Q1: 6.20	Incidents are of such a nature and number that strategic deliverables are no longer achievable	<ul style="list-style-type: none"><li>Concentrated efforts to bring new and diverse demographics to Central Library through extensive programming and community events</li><li><b>Naloxone training complete and intranasal doses are available to security personnel</b></li><li><b>Safety and security professional learning sessions delivered for staff</b></li><li><b>Safety and security and active assailant procedures added to emergency response plan, presented to managers, and now being rolled out to staff meetings across the system</b></li></ul>

Report to the  
Calgary Public Library Board  
Audit & Finance Committee  
April 18, 2018

**Controller's Report for the month ended March 31, 2018**

The unaudited financial statements for The Calgary Public Library Board for the month ended March 31, 2018 are appended to this report for information. The statements are being presented in the modified accrual format only, which is the same basis that has been used historically by the Library. While they do reflect the balance sheet asset write down of all assets that have been transferred, disposed of or written off, conversion to full accrual will only occur at year end, when restatement of some of the collection expenditures and recognition of depreciation as an expense occurs.

**A. Executive Summary**

The interim financial statements of the Calgary Public Library Board are comprised of:

- Key Financial Indicators
- Financial Operating Funds Dashboard
- Capital Spending and Funds Dashboard
- Statement of Financial Position
- Statement of Financial Activities - Operating Fund (with comparison to budget and forecast to year end)
- 2018 Capital Spending Profile Report – First Quarter

The quarter ended with a small favourable budget variance. While revenues exceeded budget by a larger amount than expenditures did both were very close at this point in the year. Further explanations of the revenue and expenditure areas that made up that variance will be summarized in sections C and D and in the Statement of Financial Activities - Operating Fund.

**B. Statement of Financial Position**

Working capital is favourable. Although our budgeted expenses are greater than our revenue for this quarter there are no cash flow problems.

**C. Revenues**

Revenues are \$42,410 favourable at the end of the first quarter end.

**Line 12 – Fines \$20,166U at March 31, 2018**

The Fines revenue is unfavorable for the first quarter. Fines have been decreasing yearly and our budget was lowered from 2017. The variance will be closely monitored, and if it continues we will reflect a decrease in the forecast section of the Statement of Financial Activities – Operating Fund in the second quarter.

**Line 17 – Investment and other revenue \$21,763F at March 31, 2018**

The favorable variance is mainly due to higher Investment income and increased union staff salary reimbursements. Interest rates are 0.5% higher than the same period last year but it is too early to forecast an increase to this revenue line.

**Line 20 – Grants and sponsorships - \$38,181F at March 31, 2018**

The Grants and sponsorships is favorable due to additional restricted funds from the Foundation exceeding the original budget. The matching expense is reflected in the General operating expense category.

**D. Expenditures**

Expenditures are \$29,180 unfavorable for the first quarter end.

**Line 27 – Salaries and employee benefits - \$81,589F at March 31, 2018**

There is a small favorable variance primarily due to the new funded positions that have not been filled at the end of the first quarter and related savings from the employee benefits expenses. Part of this variance is due to unfilled cleaning staff positions which are funding the over expenditure in contracted cleaning expenses.

**Line 30 – Collections - \$184,479U at March 31, 2018.**

At this point in the year this variance is due to timing differences and they are not projected to continue through the balance of the year.

**Line 46 – General operating - \$90,762F at March 31, 2018.**

The favorable variance result from timing differences. Additional expenses matching the additional restricted funds from the Foundation are reflected in the Statement of Financial Activities – Operating Fund Forecast.

**Line 52 – Building and Equipment - \$21,750U at March 31, 2018.**

The unfavorable forecast includes increased cleaning expenses. Savings from Facilities cleaning vacancies will offset the unfavorable variances.

**E. RECOMMENDATION**

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 and reserve reports for the period ended March 31, 2018.

Elrose J Klause, CMA, CPA  
Controller and Director, Financial Services

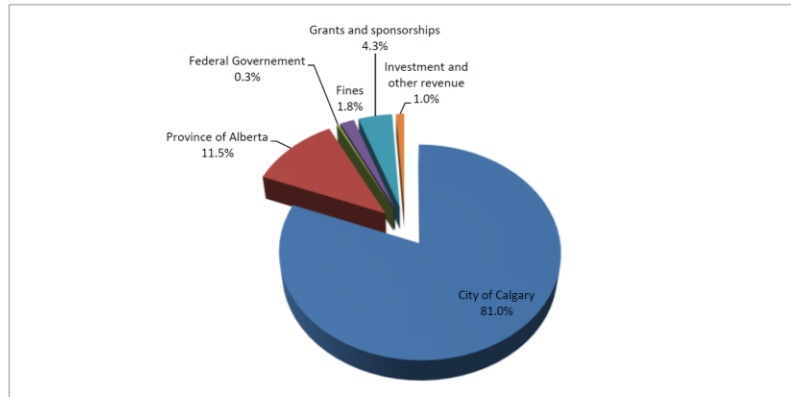
**Calgary Public Library Board  
For the Period Ended March 31, 2018**

**March 2018 Key Financial Indicators**

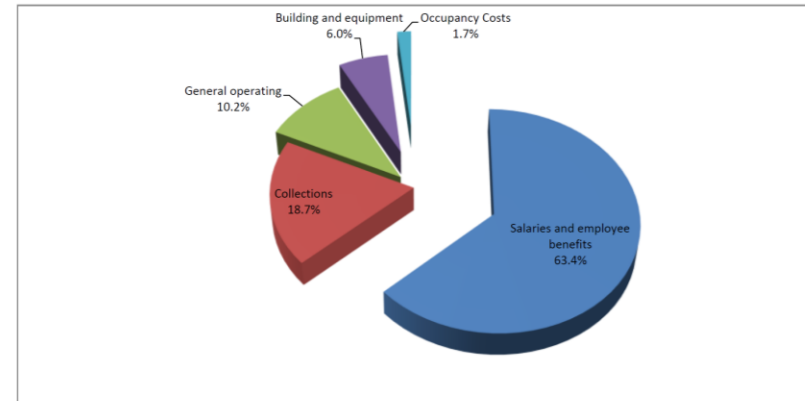
Financial Snapshot				
	Budget YTD	Actual YTD	Variance YTD	Year End Forecast
<b>Operating Revenue</b>	14,850,943	14,893,353	42,410	62,347,309
<b>Operating Expenditures</b>	15,355,434	15,384,614	(29,180)	62,487,851
<b>Excess / Deficit Operating Fund</b> (Before loans repaid and contribution to reserves and Other contributions)	(504,491)	(491,262)	13,230	(140,542)
<b>Unrestricted Accumulated Surplus</b>	386,230	386,230	-	386,230
<b>Contribution to Capital Funds</b>	-	-		(225,000)
<b>Closing Operating Fund Balance</b>	(118,261)	(105,032)		20,688
<b>Capital Funds Balance</b>		1,368,874		

## Financial Dashboard

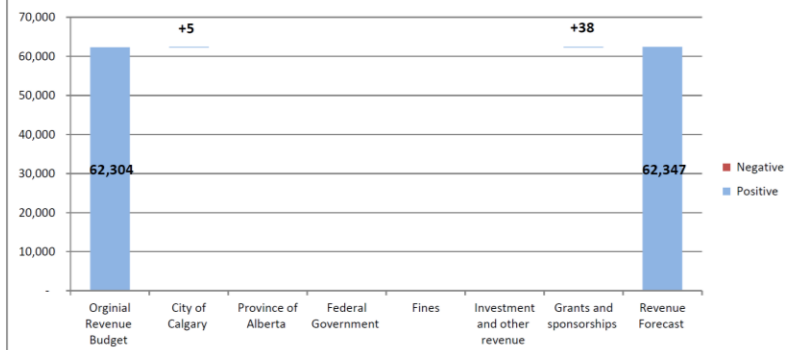
Revenues % by Category (Actual at the end of March 2018)



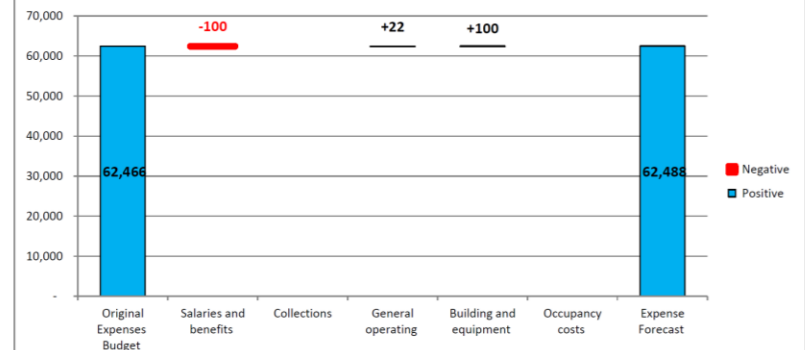
Expenses % by Category (Actual at the end of March 2018)



Revenue Forecast ('000)



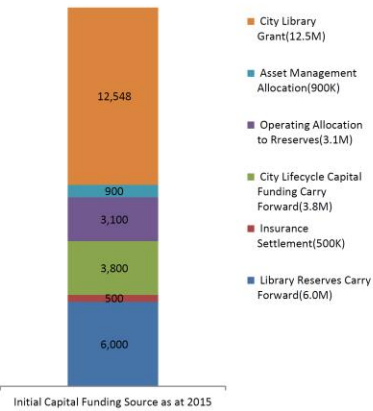
Expense Forecast ('000)



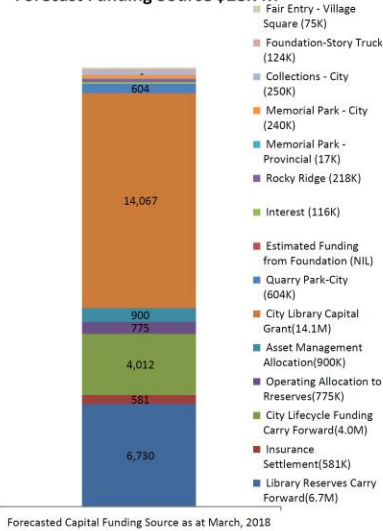
Updated for the month ended March 2018

### Capital Spending and Funds Dashboard

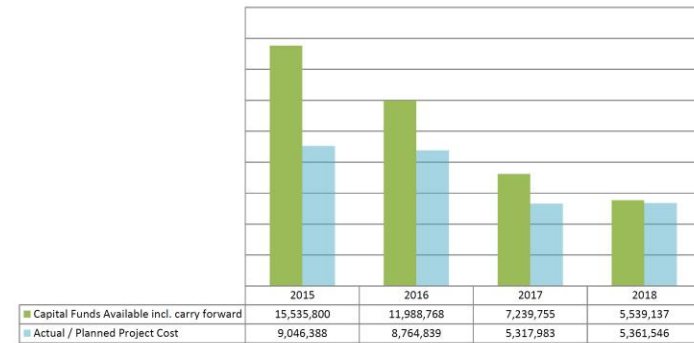
**Initial Funding Source \$26.8M**



**Forecast Funding Source \$28.7M**

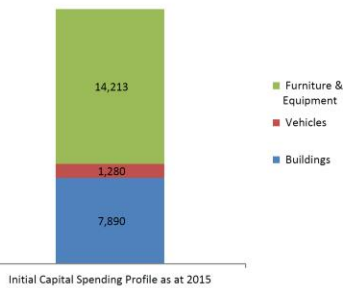


**Capital Funds Available March 2018**

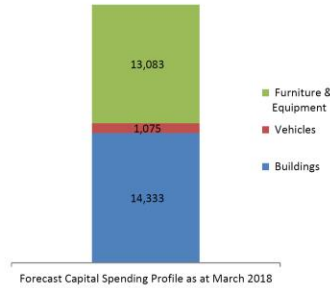


	2015	2016	2017	2018
Forecasted Funds Remaining	6,489,413	3,223,930	1,921,772	177,591

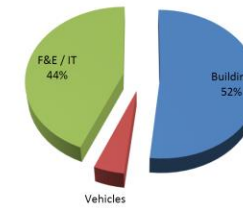
**Initial Spending Profile \$23.4M**



**Forecast Spending Profile \$28.5M**



**Capital Categories Per 2018 Project Plan**



**2018 Capital Status**



**THE CALGARY PUBLIC LIBRARY  
BOARD**  
**Statement of Financial Position**  
**As at March 31, 2018**

	<b>2018 TOTAL \$</b>	<b>2017 TOTAL \$</b>
<b>FINANCIAL ASSETS</b>		
Cash and Cash Equivalents	2,126,434	1,927,536
Accounts receivable	2,048,644	2,913,836
Prepaid expenses	1,459,229	1,695,011
Interfund balances	-	-
	<b>5,634,307</b>	<b>6,536,383</b>
<b>PHYSICAL ASSETS</b>		
Capital assets	64,702,327	63,031,471
Inventory	34,014	43,588
	<b>64,736,341</b>	<b>63,075,059</b>
	<b>70,370,648</b>	<b>69,611,441</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	4,404,480	3,440,143
<b>LIBRARY POSITION</b>		
Equity in capital assets	64,702,326	63,031,470
Fund balances	1,263,842	3,139,828
	<b>70,370,648</b>	<b>69,611,441</b>
<b>Working Capital</b>	<b>1,229,828</b>	<b>3,096,240</b>

THE CALGARY PUBLIC LIBRARY BOARD  
Statement of Financial Activities - Operating Fund  
For the Period Ended March 31, 2018

	Current YTD \$	Budget YTD \$	Budget Variance YTD \$	Total BUDGET \$	Total Forecast \$	Increase/ (Decrease) \$	Comments (Favorable: F / Unfavorable: U)
<b>REVENUES</b>							
4 City of Calgary	12,067,121	12,062,430	4,691	51,374,720	51,379,411	4,691	F - City insurance claims
8 Province of Alberta	1,713,800	1,713,800	0	6,864,917	6,864,917	0	
9 Federal Government	44,921	46,980	(2,059)	187,062	187,062	-	
12 Fines	271,047	291,213	(20,166)	1,081,625	1,081,625	-	
17 Investment and other revenue	151,643	129,881	21,763	601,287	601,287	-	
20 Grants and sponsorships						-	
Grants and sponsorships - restricted	553,846	515,665	38,181	1,616,464	1,654,646	38,182	F - Increased restricted grant from the Foundation
Grants and sponsorships - unrestricted	90,975	90,975	-	578,361	578,361	-	
	644,821	606,640	38,181	2,194,825	2,233,007	38,182	
21 Total revenues	14,893,353	14,850,943	42,410	62,304,436	62,347,309	42,873	F
<b>EXPENDITURES</b>							
27 Salaries and employee benefits	9,753,123	9,834,712	81,589	39,234,459	39,134,459	100,000	F - Savings- cleaning staffs
30 Collections	2,880,449	2,695,970	(184,479)	8,543,442	8,543,442	-	U - 38K increased restricted grant from the Foundation / F -16K Savings from security unfilled hours
46 General operating	1,564,983	1,655,745	90,762	8,895,706	8,917,889	(22,182)	
52 Building and equipment	926,062	904,312	(21,750)	4,543,279	4,643,279	(100,000)	U - Increased contract cleaners, not including Operation Centre
65 Occupancy Costs	259,997	264,696	4,699	1,248,782	1,248,782	-	
66 Total expenditures	15,384,614	15,355,434	(29,180)	62,465,669	62,487,851	(22,182)	
<b>REVENUES IN EXCESS OF (LESS THAN)</b>							
EXPENDITURES BEFORE THE FOLLOWING:	(491,262)	(504,491)	13,230	(161,232)	(140,542)	20,691	
Operating reserve for new libraries		-	-	-	-	-	
Contributions from capital reserve to operating	-			-	-	-	
Contributions to asset management reserve	-	-	-	(225,000)	(225,000)	-	
CHANGE IN FUND BALANCES AND CAPITAL RESERVES	(491,262)	(504,491)	13,230	(386,231)	(365,542)	20,690	
OPENING FUND BALANCE	386,230			386,230	386,230	-	
ALLOCATION OF PRIOR YEAR SURPLUS	-			-	-	-	
CLOSING FUND BALANCES	(105,032)			(1)	20,688		



Capital Expenditure Forecast			31-Mar-18	Attachment : Updated Capital Expenditure Forecast				
Asset Class	Program Name	Program Detail	Original Budget for 2018	2018 Planned Expenditures	Executed YTD	Committed	2018 Total Planned Expenditures Year to Date	2018 Budget Remarks
Buildings Sub-Total			466,000	2,776,904	246,470	250,482	496,952	
Vehicles Sub-Total			115,000	245,770	-	242,304	242,304	
Furniture & Equipment Sub-Total			1,075,000	2,338,872	445,248	648,377	1,093,625	
Furniture & Equipment Only			210,000	930,625	142,851	22,211	165,061	
IT Only			865,000	1,408,248	302,397	626,166	928,563	
Grand Total Planned Expenditures			1,656,000	5,361,546	691,718	1,141,163	1,832,881	
Four year total							34%	
Cash Required	Carry Forward from prior year							
	Assumed Completion Rate			1.00			1.00	
	Cash Required			5,361,546			5,361,546	
	Projects to Carry Forward to next year			-			-	
	Opening Balance Capital Reserve			1,880,625	1,880,625		1,880,625	
Cash Available	Carry Forward Library Reserves							
	Insurance Settlement		-	-			-	
	Previous Carry Forward Lifecycle Funding			786,311	295,571		786,311	
	Allocation from Operating		-	-			-	
	Asset Management Allocation			225,000			225,000	
	Lifecycle Funding			2,237,000			2,237,000	
	Quarry Park City Funding							Note 1
	Rocky Ridge City Funding			18,189	107,339		18,189	Note 1
	Seton City Funding			142,037			142,037	
	NCL equipment City Funding			70,000			70,000	
	Memorial Park Funding - Provincial Grant			-			-	
	Memorial Park Funding - City Lfcycle Fudning			218,975			218,975	
	City Funding - To fund Collections			(250,000)	(250,000)		(250,000)	
	Interest earned & forecasted			12,000	3,557		12,000	
	Unconfirmed funding for Memorial exterior from the Foundation							
	Story Truck Funding from Foundation			124,000			124,000	
	Fair entry recovery - Village Square			75,000			75,000	
Total Funds Available			-	5,539,137	2,037,092		5,539,137	
Surplus of Cash Available over Required			-	177,591			177,591	

Note 1:

Remaining Quarry Park Funding	10,229
Remaining Rocky Ridge Funding	209,276

Report to the  
Calgary Public Library Board  
**Governance Committee Meeting**  
**Wednesday, April 11, 2018**  
**(based on draft unapproved minutes)**

**In Attendance:**

**Board**

Ms. Shereen Samuels  
Ms. Debra Giles  
Mr. Avnish Mehta

**Administration**

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

**Regrets:**

Ms. Janet Hutchinson

**I. Treaty 7 Opening**

Ms. Samuels respectfully acknowledged that the Committee is meeting today at a place called Moh'kinsstis, a Blackfoot word that means elbow. The word describes the landscape of what is now known as Calgary, an area where the Elbow River meets the Bow River.

It is in the spirit of respect and truth that we honour and acknowledge Moh'kinsstis, and recognize the traditional territories and oral practices of the Blackfoot people, the Nakota people of the Stoney Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region Three. This Library is one of 20 libraries across our city built on this traditional land. Finally, we acknowledge all people who make their homes in the Treaty 7 territory of Southern Alberta.

**II. Review of Agenda**

The Agenda was approved as presented.

**III. Approval of Minutes**

MOVED by Mr. Mehta, that the minutes of the March 14, 2018 Governance Committee meeting be approved as written.

Carried Unanimously

**IV. Business Arising from Minutes**

**A. Board Handbook Statement: Crisis Protocol Plan Preamble**

This document was created to provide background for future Boards on the difference between the crisis plan and the succession plan. The Committee removed the word "current" and will bring it forward to the Board for information at the next Board meeting.

## **B. Analysis, responses and Updates of the Board Self-Evaluation Tool**

Ms. Samuels suggested that analysis of the Board self-evaluation results be formally added to the Governance Committee workplan, with an analysis and recommendations if required to the Board. She also suggested that the tool itself be reviewed and updated as needed.

## **V. Organizational Meeting Process**

Ms. Samuels, Ms. Robertson and Ms. Hutchinson will develop a document for inclusion in the Board handbook. It will include formalization of the process of Board members expressing Committee preference, interest in running for Chair and Vice-Chair prior to the Organizational meeting.

## **VI. Recruitment Needs and Processes**

### **A. Board Members with Terms Expiring**

*Ms. Shereen Samuels*

The Committee discussed the process required by City Administration and Council with respect to Board members with terms expiring, which this year includes Councillor Farrell, Councillor Woolley, Shereen Samuels and Avnish Mehta. Ms. Lori Kerr will prepare a resignation report for Council which includes the Board's recommendation that Council fill the positions in October at the same time as it appoints the other members.

Board members whose terms are not expiring will receive a confidential email from the Board Chair asking whether they wish the Board to recommend Ms. Samuels and Mr. Mehta to Council for another term. An ad hoc recruitment committee will be tasked with providing a minimum of six candidates for the Board to recommend to Council (A minimum of two candidates for each of three vacant positions. Two of the candidates may be Ms. Samuels and Mr. Mehta if they receive Board assent). As Ms. Samuels is being considered for re-appointment, she will not be able to lead the ad hoc committee. Ms. Hutchinson, as Board Chair, will take that role. Ms. Giles and Mr. Macaulay have agreed to participate. Any other Board members interested in participating in the recruitment process should contact Ms. Hutchinson. The Committee's preference is to limit the number of ad hoc committee members to three, with other interested members functioning as back-up in the event of one of the primary participants' absence.

### **B. Recruitment RFP Update**

*Ms. Shereen Samuels*

Ms. Samuels met with Mr. Tickner who will provide the results of the RFP at the end of May. Ms. Samuels has communicated to him the Board's preference to continue working with Pekarsky & Co. It is felt that Pekarsky is well-versed in the Board's requirements.

## **VII. Committee Workplan – as of April 4, 2018**

The Committee made the following changes to the Committee workplan:

Add	Analysis and response of board self-evaluation	June
Update	Chair's one on one interviews	in progress
	Collaborative recruitment	June
	CEO metrics review	May
	Role and opportunities for board to represent the Library (Process discussion on how to spread it out and play to everyone's strength)	May
	Review of Board self- evaluation tool	May
	Strategic plan alignment with policies	June

Ms. Samuels asked that the policies be included in the May agenda package to ensure that Committee members have enough time to review prior to their discussion in June.

## **VIII. Other Business**

Mr. Ptacek updated the Committee on the City Charter process. Currently there is no discussion about the Library Board, but there will be a second round where it may be introduced.

An invitation to an exit interview was sent to Ms. Angus last week. Exit interviews are voluntary.

## **IX. Adjournment**

MOVED by Ms. Giles that the meeting be adjourned at 6:26 pm.



## **DRAFT**

### **Crisis Protocol Plan Preamble**

The crisis protocol plan is an operations-oriented plan, intended to be placed into action upon the short-term absence of the Library CEO. Short-term is defined as a temporary absence with a defined date of return as given by the CEO. The plan allows flexibility in the naming of an acting CEO, due to the distributed leadership model currently utilized by the CEO. That position will be named by the CEO ahead of their absence, and will reflect the nature of activities in the moment.

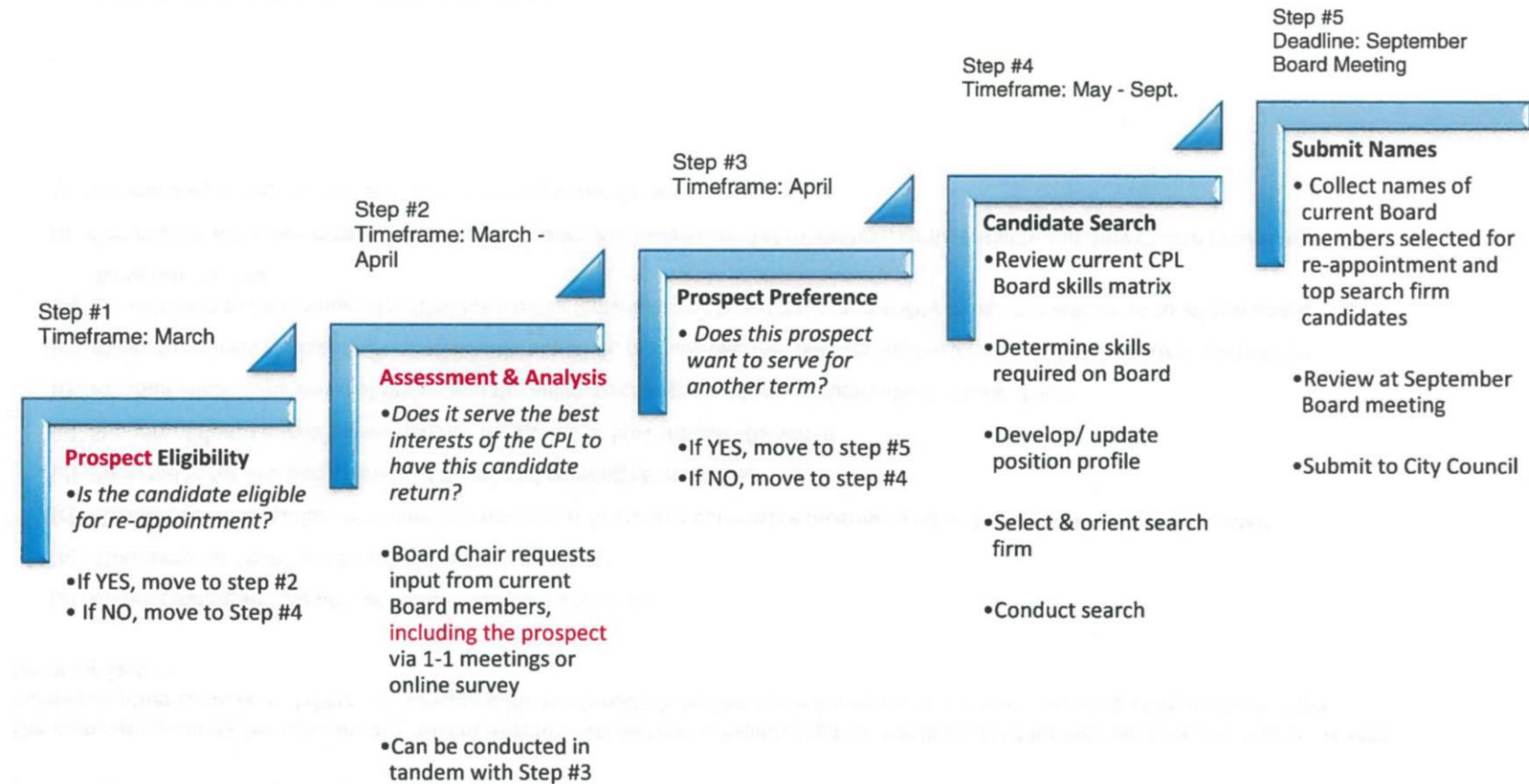
This plan will be updated annually, or as required, by the CEO and ELT. It will be reviewed by Governance as part of the annual work plan and brought to Board as part of the Governance work.

In the event of the CEO resignation, the Board Chair, in consultation with the exiting CEO (as necessary) and the Vice-Chair, will appoint the interim CEO and will strike a CEO Search committee (ad-hoc), to begin the process of an executive search.



## CPL Board Member Re-appointment Guidelines

### 1 Re-appointment Process and Procedure





## 2 Guidelines for Assessment of Returning Board Members

The nominating committee will consider current directors whose term is expiring and who wish to stand for election or re-election in the same manner as other candidates, taking into consideration the Director's performance during his or her term, including consideration of the following factors:

- (a) Understanding and support of the CPL's objects and goals;
- (b) Attendance at Board and Board committee meetings;
- (c) Effective communication, including contribution at Board and committee meetings and on behalf of the CPL as requested;
- (d) Preparation for and participation at Board and committee meetings;
- (e) Support of Board decisions and actions, regardless of how the director voted;
- (f) An open mind to the views of others and the ability to change or adjust positions after hearing them;
- (g) Ability to express a dissenting or independent opinion, or challenge the majority view in a respectful and constructive manner;
- (h) Commitment to continuing education both on an individual and Board basis, and ability to use this education to inform Board deliberations; and
- (i) Compliance with governing legislation and by-laws, particularly conflict of interest, confidentiality and duty of care provisions.
- (j) passion and/ or experience and/ or connection to the library

Report to the  
Calgary Public Library Board  
April 25, 2018  
**Calgary Public Library Foundation Update**

## **MARCH HIGHLIGHTS**

### **Gifts Secured**

- \$400,000 gift agreement being finalized for Cenovus Classroom at NCL and 3 Year Campus Calgary Library School supported by Cenovus.
- \$50,000 naming gift from ConocoPhillips for 2018 ConocoPhillips Reading Buddies children's literacy program.
- \$50,000 naming gift from ATB Financial for two-year support of Reading with Royalty, supported by ATB Financial. This unique family reading program is held in partnership with Pride Calgary. Board-led by Avnish Mehta.
- \$25,000 Friends of the Environment Foundation for Early Learning Words and Wiggles: Preschoolers, Sensory Learning and Natural Materials.
- \$20,000 donation notification from Saks Fifth Avenue for charity partnership with their VIP Opening Event.
- \$7,840 grant award from Government of Alberta's Summer Temporary Employment program for of two summer interns.

### **Other Highlights**

- Foundation employee Dmytro Petlovannyyi was awarded a national scholarship from AFP Foundation for Philanthropy – Canada, to support attending the AFP 2018 International Fundraising Conference
- Our Charity Casino fundraising event ran April 15 and 16. Our appreciation is extended to Library volunteers for their help and support.

### **Declines**

- \$57,755 Calgary Foundation Community Grant for Indigenous Strategy, Elders Guidance Circle in New Central Library.
- \$50,000 Canadian Western Bank Naming in New Central Library.

## **MAY FORECAST**

- Our Locked Library After Dark event at Crowfoot Library on Friday, May 4 sold out in less than one week. 200 tickets were sold. A second Locked Library event is planned for Saturday, May 5.
- Library Foundation Direct Mail #3 is scheduled for approximately May 14.

- A Windows of Opportunity themed Legacy Giving ad will run in Calgary Prime Times magazine's May issue (Planned Giving theme).
- Windows of Opportunity media campaign will include Avenue magazine's May issue (Architectural theme) with Z-Fold Cover.
- The Library Foundation Annual General Meeting will be held on May 15 from 5:30 to 7:30 pm at Nose Hill Library.

## **ORGANIZATIONAL NEWS**

- Jim Campbell, an experienced fundraiser and Council of Champions member, has been hired on contract to engage existing donors with a goal to secure campaign major gifts.
- Courtney McLaughlin has been hired as Manager, Direct Response and Social Enterprise, beginning April 16.
- The media release announcing Arthur J.E. Child Foundation's \$1 million gift for the Arthur J.E. Child Business Library in the New Central Library and the Arthur J.E. Child Careers & Small Business series will be distributed on April 24.
- Recruitment for the Major Gift Officer position is underway.
- Our monthly Noodling at Noon program continues. This program is held in collaboration with Library to share "what" is happening within key areas of the Library and the "why," which is compelling for donors and prospects. This is an excellent cultivation opportunity to provide insight into the transformative work of the Library.

## **ADD IN CAMPAIGN – KEY PERFORMANCE INDICATORS (AS OF APRIL 11)**

- Campaign to Date: \$324,764,019 raised
- Year to Date Raised: \$4,349,810
- Total Campaign Gifts: 47,922
- Unique Donors: 15,357
- Windows of Opportunity: 1,260 total
  - 1,156 at \$100 Group level
  - 67 at \$2,018 Personal level
  - 37 at \$5,000 Generational level