



CALGARY PUBLIC LIBRARY

# Board Meeting

Board Organizational Meeting  
5:30 PM, Wednesday, December 5<sup>th</sup>, 2018  
Boardroom 0-11, Central Library





## Agenda

- I. **Treaty 7 Opening and Chair's Opening Remarks** ...1
- II. **Review of Agenda**
- III. **Consent Agenda (5 minutes)**
  - A. Minutes of the October 24, 2018 Board Meeting ...3
  - B. Minutes of the November 14, 2018 Organizational Meeting ...9
- IV. **Chair's Report** ...verbal  
*Information*
- V. **Business Arising (20 minutes)**
  - A. Business Arising from the Minutes
  - B. Advocacy Updates, including ALTA Report ...verbal  
*Information*
  - C. Acting Committee Chair Governance Committee ...verbal  
*Information*
- VI. **Chief Executive Officer's Report (15 minutes)** ...13  
*Information*
  - Mr. Bill Ptacek, CEO
  - B. Exciting Opportunity for Central Library Back of House Space ...verbal  
*Information*
    - Ms. Jackie Flower, Director Service Design
- VII. **NCL Update** ...21  
*Information*
  - Ms. Sarah Meilleur, Director Service Delivery

<b>VIII.</b>	<b>Calgary Public Library Foundation Update</b>	...verbal
	- <i>Ms. Giles &amp; Ms. Hutchinson, CPL Board Representative</i>	<i>Information</i>
	A. Report on the November 20, 2018 CPL Foundation Board Meeting	verbal
		<i>Information</i>
	B. CPL Foundation Report	...25
		<i>Information</i>
<b>IX.</b>	<b>Other Business</b>	
	A. Change to Board Policy on Fees	...27
	- <i>Mr. Mark Asberg, Director Service Delivery</i>	<i>Decision</i>
	B. Board Self Evaluation Survey	...verbal
	- <i>Ms. Shereen Samuels, Board Vice Chair</i>	<i>Information</i>
	C. Strategic Scorecard 2018 Q3 Update	...29
	- <i>Mr. Paul Lane, Director Corporate Services</i>	<i>Information</i>
<b>X.</b>	<b>In-Camera Item</b>	
	A. Board Recruitment	...verbal
		<i>Information</i>
<b>XI.</b>	<b>Adjournment</b>	

## **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 Nakoda 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.



## **CEO REPORT DECEMBER 5, 2018**

### **I. GOVERNMENT RELATIONS**

The City's Budget process is in full swing this week. The Library's Operating Budget appears to be as described in the preliminary City Staff recommendation of a maintenance budget with slight adjustments over the next four years for operational increases. When the Library Budget came before Council they cut the operational increases. This will leave us with a \$2.8 million gap by the fourth year of this budget. There has also been some discussion at City Council about salary increases. We have allocated a modest amount (\$70,000) for nonunion positions. Increases would go to employees who are not at the top of the salary range. Based on performance, the increases would help to alleviate the 3.7% loss over the last four years to the 61 staff members in those positions.

The bigger issue is with the four-year capital budget. The Library requested about \$19 million for the refreshing and refurbishing libraries over the next four years. So far, the City's recommendation is \$11.2 million. We have provided members of the Council with information about how these improvements would impact libraries in wards across the City. While there was money to start the Sage Hill site, there was no planning money for Louise Riley, Forest Lawn or the Giuffre Library. We will know how these issues are resolved in time to update the Board at the December 5 meeting.

An exciting announcement of significant Provincial support of Indigenous Services at the Calgary Public Library will likely take place in early 2019 at the new Central Library. Details are still being confirmed as our team coordinates with the Office of the Minister of Indigenous Relations.

Doug Morgan, Director of Transit for the City of Calgary, sent us the below update on success of the Free Transit Day which was the Saturday of the Opening weekend for the Central Library.

*"We saw some excellent take up of the free ridership on transit for your library opening. Between 7am and 7pm we carried 80,440 passengers into and out of downtown on the CT Train alone. That is a 51% increase over a typical Fall Saturday! We drew from all areas of the City. Great success for a good partnership."*

We met with Doug the week after the opening and handed him a cheque for \$50,000 to cover the free ridership. This was made possible by the generous support of donors to *Add In- the Campaign for Calgary's Library*, facilitated by the Calgary Public Library Foundation. At that meeting we talked about other partnership opportunities including the possibility of the Library activating the vacated retail space at the Nicholls Family Library.

### **II. OPERATIONS**

As of the writing of this report, over 200,000+ people have visited the new Central Library since opening day! In the last week numbers are beginning to settle down to approximately 5,500 visitors/day, which is approximately 2,000+ more visitors/day than we saw at the old Central Library.

System numbers show a decrease in program participants for the month of October, even as the number of programs offered increased year over year. The difficult weather in early October was

one factor contributing to this decrease. Another factor was the phased shut down of old Central Library; large-scale programs were much rarer at Central in October and smaller programs were offered, but attendance was lower than normal.

Other numbers were impacted by the transition to the opening of new Central Library. Visits, computer sessions, and physical circulation are all down a bit due to the phased closure of 616 MacLeod Trail.

In the coming months a new normal for Library numbers will emerge, as both new Central Library and Seton (opening in January) provide patrons with more attractive options than ever for using Library services and programs.



In the afternoon on October 27, 100 lucky Golden Ticket finders and their families (about 450 in total), enjoyed a sneak peek of the new Central Library. As a dress-rehearsal for Opening Day, it was great to see the excitement in everyone's eyes, and staff learned a lot about how patrons might use the building. There was no doubt that we had a winner on our hands, but I don't think anyone could have anticipated the numbers of people we would see on our opening weekend.

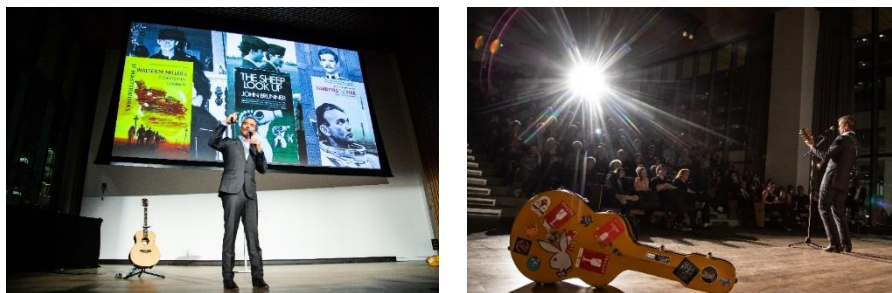
Opening Day itself was an incredible success, beginning with special remarks from project partners, before moving to a public opening ceremony, which included a blessing from Blackfoot Elder Kelly Good Eagle Sr., remarks from the Mayor, and the presentation of the first five library cards to be issued at Central to members that represented the diversity of our 680,000+ active members. The end of the ceremony also kicked off four days of free programming, surprises, and celebration for our opening weekend.





The Central Library has hosted a large number of great events since opening day, many utilizing the performance hall and associated rooms to capacity. Below is a sampling of the great programming we have presented in partnership with a large number of community organizations.

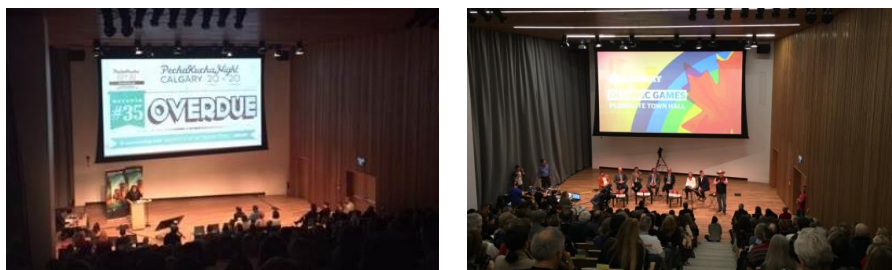
On November 1, we were fortunate to host Colonel Chris Hadfield as our opening day keynote speaker.



On November 2 and 3, the Performance Hall was home to the Spectral Cities Conference. They had the honour of being the first conference in the new Central Library. With over 150 attendees for most sessions, the group brought some great energy to the building and positioned the Performance Hall as an in-demand venue.

On November 5, the Performance Hall hosted PechaKucha Calgary. The event was sold out with over 400 attendees!

On November 7, CBC Calgary Hosted a Town Hall in the Performance Hall to hear from key figures on both sides of the Calgary 2026 Debate. There were over 330 people in attendance including Mayor Nenshi, Mary Moran and Councilor Woolley.



The Library hosted day one of the Geeky Summit on Friday, November 16 in the Performance Hall and Level 0 spaces with over 300 people in attendance. The day included a keynote, workshops and a wrap-up social.



On November 16, CBC Calgary's The Homestretch did a live broadcast from the Library, highlighting Library programs and services through interviews with Historian in Residence Kevin Allen, Author in Residence Marcell DiCintio, Artist in Residence Nicole Wolf, Indigenous artist Brittney Bearhat, and Indigenous Services staff member Jared Tailfeathers, and myself, among others.



The Library has also hosted some special visitors, when the Property Brothers stopped by on November 17 to film part of their television show on-site.

On November 20, the Central Library hosted for the International Play Association's local Play Summit. In addition to innovative play events and breakout sessions, one of which was presented by Library staff, highlights included:

- Annual Calgary Play Charter signing
- Updates from 36 organizations who committed "Three Big Things for Play"
- Presentations from leading play experts, including Keynote Speaker Dr. Mariana Brussoni, Associate Professor, Department of Pediatrics and the School of Population and Public Health, University of British Columbia

On November 26, the Library hosted the Rainforest Alberta Summit that focused on innovation in Alberta.



### **Wordfest 2018**

From October 8-15, Memorial Park Library came alive with Wordfest. The festival launched on Monday, October 8 with over 700 people visiting the library for a Celebration of Calvin and Hobbes with face painters, snowball fights and a storytime that drew more than 200 people.

Story Truck continues to reach out to community members in North Calgary at both day homes and Calgary Housing Complexes (CHC). The new South Story Truck, outfitted with images courtesy of celebrated artist Mo Willems of Don't Let the Pigeon Drive the Bus! fame, arrived at the Operations Centre and was outfitted with collection. Sensory Boards are being created by F&D and will be installed in November for use at day homes and Calgary Housing visits. The final position for Story Truck has been posted, which will complete our team of three. With the full staff in place and the new Truck ready to hit the road, we will be able to visit 16 day homes a week and 7 Calgary Housing locations, around the city.



Saddletowne and Village Square staff have been taking the Story Truck to the Rundle CHC and the visits have been going very well. We have had more kids than any other stop of this kind and multiple families have told us that their kids look forward to our visits, with one mother sharing that her little girl checks every single day to see if the Story Truck is there.

The renovations at Village Square and Country Hills are almost finished. Both locations have planned celebrations for December 8 to introduce the community to their new spaces.



### III. OTHER

At the beginning of October, Calgary Public Library was pleased to host both the Canadian Urban Libraries Council CEOs and also the start of the next cohort of the Public Library Leaders group, a selection of up and coming leaders in public libraries who have joined a CULC cohort of learners to tour select Canadian libraries.

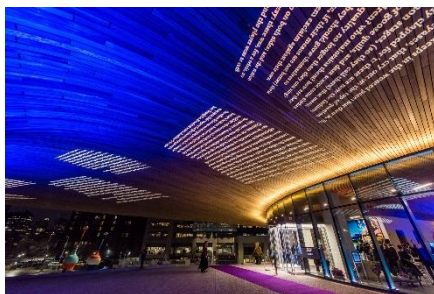
The CEOs group was excited to get be the first group holding official meetings at the new Central Library, and both groups toured the building, learned about the changing service model, and about the design thinking that transformed service and created a Plan for Innovation. The Public Library leaders also learned from on the ground experts on how we have implemented play and early learning centres in many locations, through visits and panel conversations at Crowfoot, and also our self-serve library at Rocky Ridge.

One of the visionaries of the Public Library Leaders group, Ken Roberts, sent the following to Bill following the visit:

"I had the great fortune, twice in my career, to work with teams that were about as perfect as possible - high functioning, supportive and productive. I was blown away by your team and by their support for each other as well as their enthusiasm, confidence and energy. It is remarkable to see such a transition. You have every right to be extremely proud.

Thank you and everyone with whom we met. I have been to about twelve different PLLP site visits. This was the best. We want to expose participants to different organizational cultures as an attempt to free them of institutional blinders. The CPL site visit was extraordinary."

The Foundation's Lit Gala, featuring Tegan and Sara, was a great success and it netted over \$750,000. On the heels of that event, the Foundation has secured several other significant gifts after the Central Library opened. On top of all of that, The Foundation moved its entire operation from the Hillier Block Building to the Administrative wing on the Level 4 of the Central Library.



Date								Library Space								Access to Technology															
Year 2018								Visits								Total technology sessions															
Month October								Oct	2018	520,163	-15%	YTD	2018	5,640,981	-2%	Oct	2018	318,871	0%	YTD	2018	2,942,648	-2%								
									2017	610,345			2017	5,759,049			2017	317,899			2017	3,000,136									
New Members								Room bookings								...computer sessions															
Oct	2018	10,009	-1%	YTD	2018	105,573	9%	Oct	2018	837	60%	YTD	2018	6,706	43%	Oct	2018	62,993	-15%	YTD	2018	702,615	-2%								
	2017	10,118			2017	97,115			2017	523			2017	4,692			2017	73,822			2017	718,488									
Active Members								Collections								...chromebook sessions															
Oct	2018	673,463							Physical items acquired								Oct	2018	23,945	44%	YTD	2018	190,930	37%							
									Physical collection size									2017	16,611			2017	138,869								
Programs & Outreach								Expenditure on physical items								...wireless sessions															
Programs								Physical items acquired								...print, copy & scan jobs															
Oct	2018	1,403	-6%	YTD	2018	14,292	12%	Oct	2018	1,392,842	-3%				Oct	2018	179,857	2%	YTD	2018	1,522,486	-6%									
	2017	1,488			2017	12,809			2017	1,437,963						2017	176,049			2017	1,620,331										
...in the library								Total expenditure								Website, Catalogue & Social Media Followers															
Oct	2018	391	21%	YTD	2018	3,857	5%	Oct	2018	401,672	-11%	YTD	2018	4,698,850	12%	Oct	2018	663,778	-4%	YTD	2018	6,430,113	-6%								
	2017	323			2017	3,679			2017	452,304			2017	4,180,960			2017	693,428			2017	6,827,025									
...in the community								Circulation								Catalogue sessions															
Oct	2018	531	-9%	YTD	2018	5,858	8%	Oct	2018	643,186	-18%	YTD	2018	7,488,080	10%	Oct	2018	438,085	3%	YTD	2018	4,337,973	1%								
	2017	582			2017	5,400			2017	781,313			2017	6,831,799			2017	427,253			2017	4,308,421									
...for adults, seniors or all ages								Total Checkouts								Social media followers															
Oct	2018	1,020	-17%	YTD	2018	12,286	11%	Oct	2018	1,221,061	-4%	YTD	2018	11,913,372	-4%	Oct	2018	46,193	23%	Facebook, Twitter, Instagram & LinkedIn											
	2017	1,229			2017	11,088			2017	1,275,224			2017	12,352,881			2017	37,489													
...for kids & teens								...physical items								Holds															
Oct	2018	1,794	-1%	YTD	2018	18,149	10%	Oct	2018	962,913	-9%	YTD	2018	9,535,441	-7%	Active holds								Members with active holds							
	2017	1,811			2017	16,488			2017	1,061,969			2017	10,269,888		Oct	2018	263,223	12%					YTD	2018	49,756	10%				
Total number of programs								...digital items									2017	235,676							2017	45,183					
Oct	2018	24,856	-22%	YTD	2018	365,095	11%	Oct	2018	258,148	21%	YTD	2018	2,377,931	14%																
	2017	31,887			2017	329,186			2017	213,255			2017	2,082,993																	

Date

Year 2018  
Month October

Monthly Community Library Results

October																		
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	189	156	8,065	8,732	12,734	12,214	1,467	1,678	156	378	613	887	87	89	43	42		7
Central	1,733	2,087	90,000	56,505	50,342	30,787	18,422	5,821	2,398	3,702	6,339	4,563	461	478	207	122	24	50
Country Hills	589	562	36,771	33,362	52,712	45,638	3,973	2,100	473	1,769	3,735	3,268	339	348	88	97	4	8
Crowfoot	843	748	48,653	40,599	86,158	73,800	3,972	4,228	603	704	5,217	5,404	713	680	120	107	10	10
Fish Creek	769	720	42,106	33,616	76,214	66,751	4,500	4,949	617	700	4,248	4,826	544	552	102	108	24	19
Forest Lawn	503	428	20,687	22,846	20,696	17,344	5,068	5,461	507	1,180	2,250	2,619	122	118	93	87	48	64
Giuffre Family	326	253	17,805	14,724	31,736	27,471	1,979	2,019	245	407	1,675	1,584	266	250	80	75	5	7
Judith Umbach	314	295	20,424	18,424	30,705	26,286	3,328	3,535	792	984	2,332	2,352	240	236	78	82	25	6
Louise Riley	267	356	26,108	26,910	38,063	37,104	3,252	3,853	773	1,424	2,546	2,485	377	369	55	78	19	18
Memorial Park	221	202	16,606	16,664	12,035	11,852		0	980	1,454	1,209	1,345	140	129	35	43	3	0
Nicholls Family	322	329	19,412	17,982	17,850	16,689	1,405	1,710	1,390	1,777	2,202	2,211	133	133	38	34		14
Nose Hill	393	412	35,313	36,874	53,551	51,255	3,394	3,663	661	1,017	3,051	3,353	386	419	67	73	24	14
Quarry Park	423	394	22,734	21,600	26,584	25,361	1,769	1,822	206	206	1,264	1,678	132	145	41	41	11	5
Rocky Ridge		77				7,563		0		0		904		7		28		6
Saddletowne	729	699	59,560	58,607	27,633	23,803	6,991	7,301	2,815	3,324	3,895	4,091	119	102	74	72	11	51
Sage Hill	182	164	5,103	5,976	8,145	8,629		0	275	566	365	470	21	45	45	39		2
Shawnessy	804	812	48,681	50,326	62,320	57,161	4,820	5,752	885	1,199	3,949	3,961	533	502	104	113	18	14
Signal Hill	643	604	36,174	32,053	66,829	61,335	3,363	2,850	246	418	2,527	2,353	523	536	86	96	7	20
Southwood	248	230	14,769	14,350	27,668	24,903	1,899	1,790	250	360	1,242	1,126	278	269	49	56	14	11
Village Square	620	481	41,374	10,013	29,058	23,014	4,220	4,461	2,339	2,376	2,758	2,596	152	128	83	64	33	43
	10,118	10,009	610,345	520,163	731,033	648,960	73,822	62,993	16,611	23,945	51,417	52,076	5,566	5,535	1,488	1,457	280	369

Report to the

Calgary Public Library Board  
December 5, 2018  
**NCL Update**

## **I. PURPOSE**

The new Central Library has been open for just over a month. Below is a summary of initial activities, statistics, and early lessons learned since opening day. This report will be followed up in 2019 by a more comprehensive report, that encompasses both initial impressions and experiences, and a more thorough analysis of new patterns experienced beyond opening month.

## **II. STATISTICS**

As of November 26, 2018, the following statistics represent nearly a full month of patron experiences at the new Central Library in comparison to November 2017 at 616.

	<b>2018</b>	<b>2017</b>
Visits	200,000+	99,000+
Items Checked Out	100,000+	68,000
New Members	7,600	1,400
Room Bookings	2200+	107
Programs and Attendees	219+ programs and 2,000+ attendees	450+ programs and 8,200+ attendees
Print Jobs	18,000+	13,000+
Computer Sessions	15,000+	13,000+

## **III. BACKGROUND**

From the opening moment, Central Library has seen unprecedented and continuing crowds of visitors and creating a fantastic library experience is something that Service Delivery staff have been working towards day in and day out. In their shiny new blue vests, staff are more accessible and approachable than ever before. In fact, all staff wearing a library lanyard can expect to be surrounded with questions from patrons.

In October 2017 a report for the board entitled, Staff Engagement and Evolving Library Culture highlighted capacity building activities and behaviours that were the focus of professional learning in the organization, and specifically at Central Library, to ensure staff were able to deliver on the experience promise of new Central Library. This work formed the foundation of patron service that staff are working to deliver now and is the frame of mind from which staff are viewing the feedback currently being gathered.

## **IV. HIGHLIGHTED ACTIVITIES AND LESSONS LEARNED**

In the week before Central opened, Service Delivery staff participated in an intense week of professional learning and training affectionately dubbed NCLU. NCLU was a crash course in all the new spaces, programs, and services and how they would be different in the new building. To

support staff in creating exceptional moments, the concluding session focused on Creating Exceptional Member Experiences. This experiential based session provided staff with skills and competencies to deliver exceptional library experiences to patrons, both when things are going smoothly, and when responding to the unexpected.

The detailed planning and change management that was designed and implemented in the months leading up to November 1 was clearly successful. Team members largely felt they had the knowledge and skills they needed to work effectively in the new building, they are extremely proud to be part of this historic moment, and they are energized by the community's amazed response. At the same time, change is hard, and changes to new service models and customer service behaviours can be received and processed in diverse ways by different team members. Service Delivery will need time to individually and collectively adjust to the much higher levels of activity in the new building. In line with the Library's continued commitment to learn, change, and grow, the Library continues to support all employees in adapting to change and responding to the new realities of a bigger, busier, and better Central Library.

Thanks to the perspective of curiosity, inquiry, learning, and action, Service Delivery staff have demonstrated that they are able handle the unexpected, learn, and adapt. Some direct examples of early lessons learned include:

- Stroller parking will always expand beyond the space allocated
- Re-setting the building takes time, so schedules need to be shifted
- Children will get lost, and staying calm and coordinating with staff and security ensures they are found
- Hot chocolate spills and stains, so coordinated response with facilities is vital
- Communication and patience is critical, as everyone continues to be in learning mode in the building, including our patrons

Clearly there are many examples of learnings and quick responses to emerging situations at new Central Library, and that was most visible and actionable when we learned that people with mobility challenges were experiencing difficulties accessing the building. As an inclusive and welcoming organization, this warranted an immediate response. Staff worked quickly to gather feedback, connect with patrons, and ensure that the facilities and construction team had the information required to ensure that action could be taken. Once the accessibility challenges became known, within 48 hours a significant number of actions had been taken, including the following:

- Reprogramming of elevator doors, so they close more slowly
- Intercom and card swipe located to an accessible level, and all "wave hand" devices changed to a tactile push button
- Volunteers and security placed at exterior Level 1 and Level 0 east elevator entrances – to assist until the access had been changed to a "push button"
- Adjustments to the accessible self-checkout stations, to ensure seamless access
- Vinyl signage added to the exterior east door, identifying "Elevator to Main Entrance"
- A website created about accessibility and getting to NCL: <https://calgarylibrary.ca/news/accessibility-at-the-new-central-library/>
- Sandwich boards created and placed to direct patrons from the LRT and west side to the elevator on the east side

These are just a few of the things that were dealt with immediately, and more work continues to take place to ensure this is a welcoming and inviting building for all.

One of the most gratifying things we have seen since opening is how quickly patrons have transitioned from coming to see this new building to using it in all the ways we intended them to. They are coming to programs, booking the meeting rooms, studying, reading, and checking out material in unprecedented numbers. As use stabilizes, library staff will continue to observe, evaluate, and respond to lessons learned, and to the unexpected, all with an eye to creating amazing library experiences for everyone who comes through our doors.

## **V. RECOMMENDATION**

That the Calgary Public Library Board receive this report, NCL Update, for information.

Sarah Meilleur  
Director, Service Delivery



**Report to the Calgary Public Library Board**  
Calgary Public Library Foundation Update  
As of November 29, 2018

**Highlights**

**Gifts Secured**

- \$250,000 Hopewell Residential for Hopewell Residential Early Learning Centre at Seton Library
- \$100,000 Paperny Family Charitable Fund
- \$50,000 TD Bank Group for Lit Gala Floor Sponsorship
- \$25,982.43 the William and Constance Topley Fund via the Calgary Foundation
- \$25,000 Lynn and Vern Hult for Caregiver Messaging project
- \$5,000,000 Anonymous Donor for new Central Library Performance Hall

**Asks Pending**

- \$5,000,000 Anonymous Donor for new Central Library Children's Library
- \$2,000,000 Calgary Foundation Major and Signature Grant submitted November 1 for Early Learning Strategy completion of Early Learning Centres.
- \$375,000 Pembina revised ask in development for Engine 23 signature programs (following decline of \$500,000 ask below)
- \$100,000 J K L MacLachlan Family Fund for Children's programming
- \$75,000 Calgary Foundation Poelzer Family Foundation for Fish Creek Library Early Learning Centre refresh.
- \$56,287 Calgary Foundation Community Grant for Elder's Guidance Circle is approved to second stage review.
- \$15,000 Blair Family Foundation for Early Learning World Language Pick Up kits.

**Declines**

- \$500,000 - \$1 million National Bank ask initiated for Library Early Learning Strategy – NCL Naming or System-Wide Program options
- \$500,000 Pembina ask for naming of Pembina Engine 23 at Louise Riley Library and Engine 23 signature programs
- \$250,000 - \$1 million MNP early development for Library Youth Innovation Entrepreneur – Named Space and Program Options.
- \$50,000 Evamy Family space at new Central Library.

**Lit Gala results.**

- \$775,000+ Raised; 678 guests

### **Year End Forecast**

- Library Foundation Giving Tuesday (November 27) test of a Charitable Gift program (think World Vision & tiered donation options) through CanadaHelps platform has surpassed \$9000 and secured a \$25,000 donation match from an anonymous donor.
- Library Foundation cause partnership with Tool Shed Brewing raised \$649 as their inaugural charity tap partner. Additional cause marketing ideas are in development.
- Foundation Central pilot in December is in development for a 'front of house' presence in new Central Library to engage support through donations and gift purchases from Library Store
- Library Store unveiled a new line of locally-made and new Central Library focused products including custom work from well-loved local brands Local Laundry, Cinder & Sage, Rachael Meckling and BARK YYC, amongst others. Local Laundry coordinated a photoshoot with Canadian Women's Bobsleigh Team as brand ambassadors to promote this new product line.
- Holiday Direct Mail piece distribution happened the week of November 19 with focus on the new Central Library's child-minding service.
- Library Store outreach at Comic Expo Holiday Market on December 1 and 2.

### **Organizational News**

- Vitro Fundraising Consultants have been engaged by Foundation and Library Boards to identify emerging best practices in donor recognition, including naming.

### **Add In Campaign (as of November 28)**

- Campaign to Date Raised: \$331,279,967
- Year to Date Raised: \$10,895,817
- Total Campaign Gifts: 57,765
- Unique Donors: 17,886
- Windows of Opportunity: 2207
  - 1999 at \$100
  - 124 at \$2018
  - 83 at \$5000

Report to the  
Calgary Public Library Board  
December 5, 2018  
**Change to Board Policy on Fees**

**I. PURPOSE**

This report recommends a change to Board Policy on Fees.

**II. BACKGROUND**

On September 30, 2016 the provincial government removed barriers to public library access for Indigenous families, announcing that people living on First Nations and Métis Settlements in Alberta will no longer have to pay non-resident fees in order to access public library services. Even before the announcement, Calgary Public Library had stopped charging non-resident fees for people living on First Nations and Métis Settlements in Alberta.

Information available on the Library's website about becoming a Library member reflects this change and team members across the system are aware of this information. The Library's registration page is also currently being redesigned to create a more friendly and seamless process for any eligible person to obtain a free Calgary Public Library membership, as currently instant online membership is only open to persons entering a Calgary postal code as part of their address.

In order to align Board Policy with the the provincial announcement and with Library practice, a change to the Library Board's Policy on Fees, which forms part of the section on Library Premises Use and Safety, is required.

**III. PROPOSED CHANGE**

Currently, the Library Board policy on Fees includes the following:

**Fees for Issuance of Membership**

Subject to the Act and the Regulations, there shall be no fee for the issuance of membership for persons who are permanent residents of Calgary, or for non-residents who own or rent property in Calgary and who can provide proof of payment of property tax, business property tax, or business tax.

There shall be a fee for the issuance of membership for persons who do not meet these requirements, as set out in schedule B.

The following new wording for the policy on Fees for Issuance of Membership is proposed:

**Fees for Issuance of Membership**

Subject to the Act and the Regulations, there shall be no fee for the issuance of membership for persons who are permanent residents of Calgary, for non-residents who own or rent property in Calgary, and for persons living on First Nations and Métis Settlements in Alberta.

There shall be a fee for the issuance of membership for persons who do not meet these requirements, as set out in schedule B.

It is recommended that this change come into effect immediately. For reference, the relevant Board Policy in its entirety, with this amendment integrated, is attached.

#### **IV. RECOMMENDATION**

That the Calgary Public Library Board approve the change to Board policy recommended in this report and that this change come into effect immediately.

Mark Asberg  
Director, Service Delivery

Report to the  
Calgary Public Library Board  
December 5, 2018  
**Strategic Scorecard 2018 Q3 Update**

**I. PURPOSE**

The purpose of this report is to inform the Board of the status of the Strategic Scorecard.

**II. BACKGROUND**

Library Administration assesses progress towards strategic goals through a series of indicators and performance measures collectively known as the Strategic Scorecard.

The indicators, and their respective measures and trends, have been consistent over the last 4 quarterly reports. The results in this report, covering the period ending on September 30, do not represent any impact from the pre-opening publicity and post-opening public reception of the Central Library. The status of the indicators is summarized in the chart below and the measures are detailed in the attached full scorecard.

INDICATOR	STATUS	OUTLOOK
Member Rating - Library Spaces	Meeting Target	Despite adding less new space than hoped, satisfaction with spaces continues to be strong.
Members	At Risk	Reaching the final target will require a 17% increase in the final month of 2018.
Members Sense of Pride in the Library	Meeting Target	The Library continues to be a source of pride for members.
Member Rating - Online Experience	Meeting Target	Online satisfaction continues to be strong.
Member Rating - In-Library Experience	Meeting Target	Declining circulation is not affecting satisfaction.
Library Interactions	Approaching Target	Declining physical circulation is offset by rising visits and online activity.
Attendance at Literacy Programs	Approaching Target	Capacity continues to be developed to add programming in core areas.
Attendance at Priority Population Programs	Meeting Target	Capacity continues to be developed to add programming in core areas.

### **III. CONCLUSION**

The aims of this strategic plan; to strengthen neighbourhoods, to be more relevant to more people, and to focus on making an impact are well within reach by the end of 2018. 7 of 8 indicators are exceeding or close to target levels. Even the Membership level, while technically a miss, still represents an increase of 97% from January 2015 levels.

### **IV. RECOMMENDATION**

That The Calgary Public Library Board receives this report, *Strategic Scorecard 2018Q3 Update*, for information.

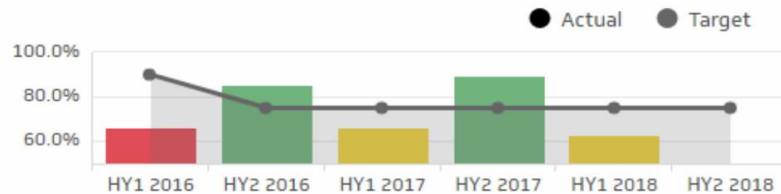
Paul Lane  
Director Corporate Services



## STRATEGIC SCORECARD - Strengthening Neighbourhoods 1/3

### INDICATOR

#### A1. Member Rating - Library Spaces



Baseline Result	Most Recent Result	Average Result
66.6%	▼ 62.7%	74.1%

### STATUS



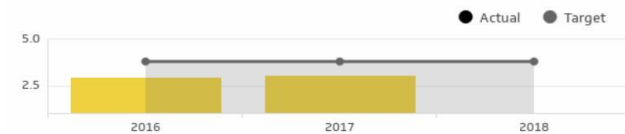
This indicator is on track to meet target

### NOTES

- A positive perception of library spaces is a necessary condition for those spaces being successful community hubs
- The quantity, quality and distribution of library spaces are drivers of perceived quality
- Variation in semi-annual results is due to different sampling methodology – HY2 results are randomized and HY1 results are self-selected
- Renovations at all locations, begun in 2012 at Fish Creek, are on track to be completed by the end of 2018

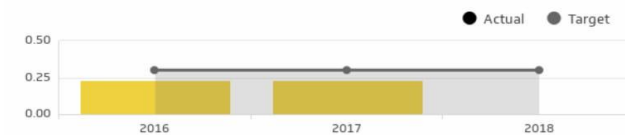
### PERFORMANCE MEASURES

#### A2. Facility Quality Rating



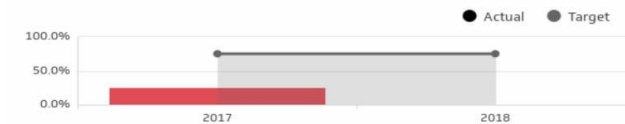
Baseline Result	Most Recent Result	Average Result
3.0	▲ 3.1	3.0

#### A3. Community Library Space - Square Feet Per Capita



Baseline Result	Most Recent Result	Average Result
0.23	0.23	0.23

#### A4. Facility Service Area Alignment



Baseline Result	Most Recent Result	Average Result
26.3	26.3	26.3



## STRATEGIC SCORECARD - Strengthening Neighbourhoods 2/3

### INDICATOR

#### B1. Members



Baseline Result	Most Recent Result	Average Result
498,044	▲ 670,651	587,698

### STATUS



This indicator will not reach its target

### NOTES

- A majority of residents being library members is a necessary condition for the library to be a centre of community life and force for cohesion
- The number of visits to the library, the library's outreach, and the degree of engagement while at the library are drivers of membership
- Growth in membership has been steady, but will require a strong boost in 2018 to meet the target of 800,000
- Seton and the full size Symons Valley were both expected to be open before the end of 2018

### PERFORMANCE MEASURES

#### B2. Programs in the Community



Baseline Result	Most Recent Result	Average Result
451	▲ 792	860

#### B4. In-Person Visit Counts



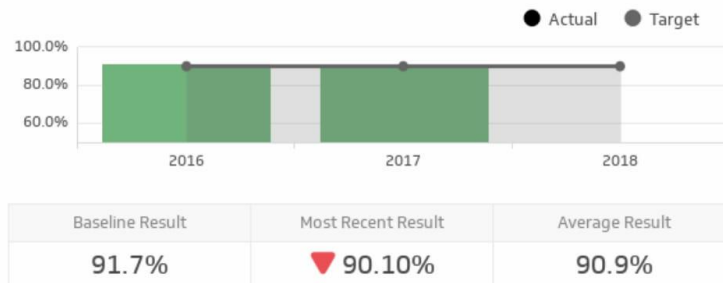
Baseline Result	Most Recent Result	Average Result
1,342,095	▲ 1,680,748	1,579,881



## STRATEGIC SCORECARD - Strengthening Neighbourhoods 3/3

### INDICATOR

#### C1. Members' Sense of Pride in the Library



### STATUS



This indicator is on track to meet target

### NOTES

- Association with an effective community building institution is a driver of community cohesion itself
- The quantity of opportunities to participate in community building activity through, or with, the Library, is a driver of a sense of pride and therefore cohesion
- These community-related performance measures have increased substantially, supporting a high sense of pride in the Library
- The addition of mobile service platforms has also enhanced the community supporting role of the Library

### PERFORMANCE MEASURES

#### C2. Community Room Bookings



#### C3. Community-Building Programs



#### C4. Library Volunteer Hours

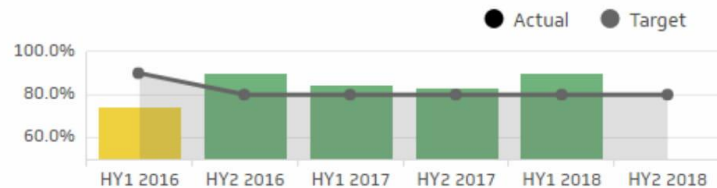




## STRATEGIC SCORECARD – Bring the Library to More People 1/3

### INDICATOR

#### D1. Member Rating - Online Library Experiences



Baseline Result	Most Recent Result	Average Result
74.8%	▲ 90.2%	84.8%

### STATUS



This indicator is on track to meet target

### NOTES

- An online experience that is the equal of an in-person experience is a key outcome of making the Library easy, convenient, and relevant
- The quantity and quality of on-line transactions are key drivers of perception of the on-line experience
- Pricing and availability of downloadable and streaming content have become major obstacles to this goal, but have so far not impacted satisfaction

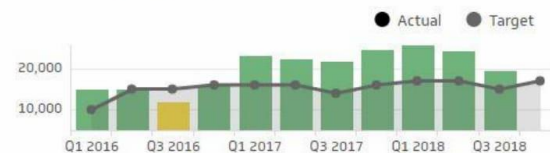
### PERFORMANCE MEASURES

#### D2. Electronic Resource Checkouts



Baseline Result	Most Recent Result	Average Result
356,451	▲ 751,646	572,009

#### D3. Registration in Online Courses



Baseline Result	Most Recent Result	Average Result
15,311	▲ 19,569	20,125

#### D4. Member Rating - Staff-Recommended Website Content



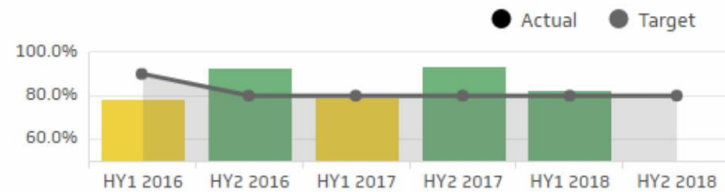
Baseline Result	Most Recent Result	Average Result
78.1%	▼ 45.1%	63.7%



## STRATEGIC SCORECARD – Bring the Library to More People 2/3

### INDICATOR

#### E1. Member Rating - In-Person Library Experiences



Baseline Result	Most Recent Result	Average Result
78.8%	▲ 82.9%	85.6%

### STATUS



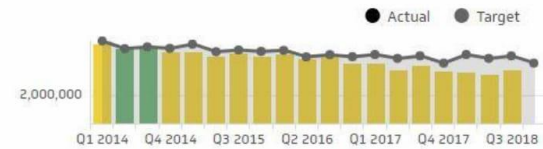
This indicator is on track to meet target

### NOTES

- A productive, pleasant and barrier-free in-person experience is the outcome of efforts to make the Library easier and more convenient
- Successfully finding something that meets your needs, and effective and pleasant interactions with staff members are drivers of perception of the in-person experience
- Interestingly, ratings of collections, staff, and overall satisfaction have all held up as circulation adjusts to the changing format landscape

### PERFORMANCE MEASURES

#### E2. Physical Resource Checkouts



Baseline Result	Most Recent Result	Average Result
3,840,765	▼ 2,926,334	3,310,881

#### E3. Member Rating - Collections



Baseline Result	Most Recent Result	Average Result
62.1%	▲ 73.4%	74.1%

#### E4. Member Rating - Staff



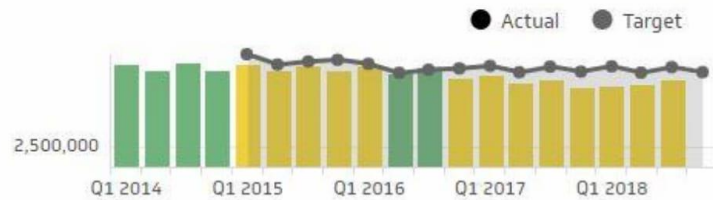
Baseline Result	Most Recent Result	Average Result
83.8%	▼ 83.0%	88.0%



## STRATEGIC SCORECARD – Bring the Library to More People 3/3

### INDICATOR

#### F1. Library Interactions with Members



Baseline Result	Most Recent Result	Average Result
4,524,352	▼ 4,137,060	4,290,510

### STATUS



This indicator is within reach of its target

### NOTES

- Increasing activity levels should be the result of removing barriers and increasing convenience, and be a driver of relevance
- The acquisition of new members, and the degree of member engagement with the Library should be drivers of the number of interactions
- Steady membership growth and satisfaction levels, in the face of drifting circulation numbers suggest that the Library does, and can continue, to draw relevance in non-traditional ways

### PERFORMANCE MEASURES

#### F2. New Members



Baseline Result	Most Recent Result	Average Result
15,944	▲ 38,301	27,945

#### F3. Social Media Followers



Baseline Result	Most Recent Result	Average Result
23,998	▲ 44,870	33,565

#### F4. Net Promoter Score



Baseline Result	Most Recent Result	Average Result
63.4	▼ 61.5	65.9



## STRATEGIC SCORECARD – Focus on Making a Difference 1/2

### INDICATOR



### STATUS

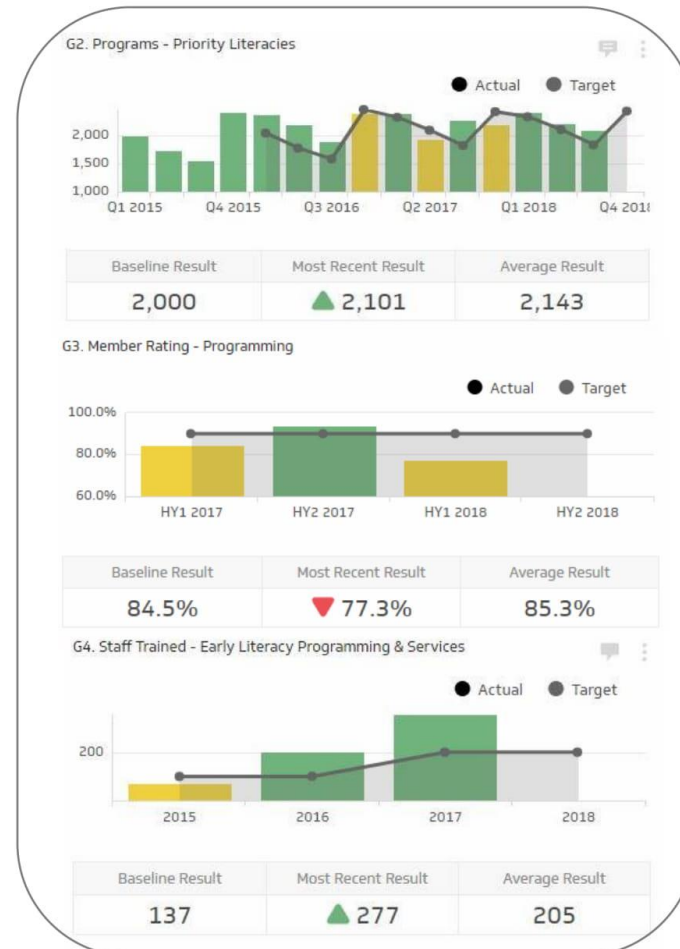


This indicator is within reach of its target

### NOTES

- Focusing on a few select literacies allows the Library to help remove key barriers to opportunity for those who most need a hand up
- The quantity and quality of effort and resources applied in this area are drivers of the number of members who could be helped
- Much thought and innovation has been applied to programs in this area, which has resulted in a high degree of variability in our approach and ability to program consistently

### PERFORMANCE MEASURES





## STRATEGIC SCORECARD – Focus on Making a Difference 2/2

### INDICATOR

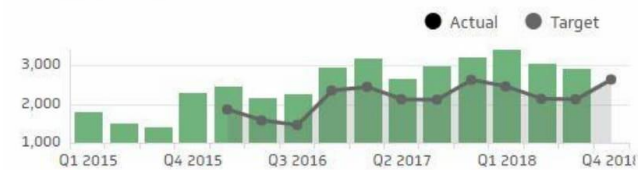
#### H1. Attendance at Population-Targeted Programs



Baseline Result	Most Recent Result	Average Result
40,631	▲ 53,259	47,640

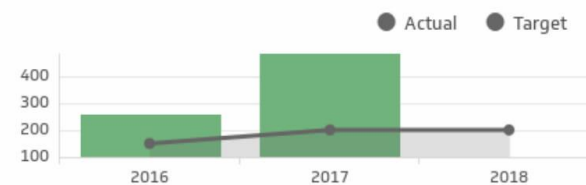
### PERFORMANCE MEASURES

#### H2. Programs - Target Populations



Baseline Result	Most Recent Result	Average Result
1,821	▲ 2,954	2,570

#### H4. Staff Trained - Programming & Services for Newcomer, Student, and Indigenous Peoples



Baseline Result	Most Recent Result	Average Result
263	▲ 482	373

### STATUS



This indicator is on track to meet target

### NOTES

- Focusing on the most vulnerable populations allows the Library to be the most impactful it can be
- Building capacity for programs in this area is the driver of the number of members who could be helped
- Development of mobile service platforms has helped the Library to reach more of these vulnerable populations